Manitoba Civil
Service Commission

Commission de la
fonction publique Manitoba

Annual Report 2006 - 2007

Rapport annuel 2006 - 2007

Manitoba

Minister responsible
for The Civil Service Act

Legislative Building
Winnipeg, Manitoba, CANADA
R3C 0V8

His Honour the Honourable John Harvard, P.C., O.M.
Lieutenant Governor of Manitoba
Room 235, Legislative Building
Winnipeg, Manitoba R3C 0V8

May It Please Your Honour:

I present herewith the 89th annual report of the Manitoba Civil Service Commission for the period April 1, 2006 to March 31, 2007.

Respectfully submitted,

Greg Selinger
Minister Responsible for
The Civil Service Act

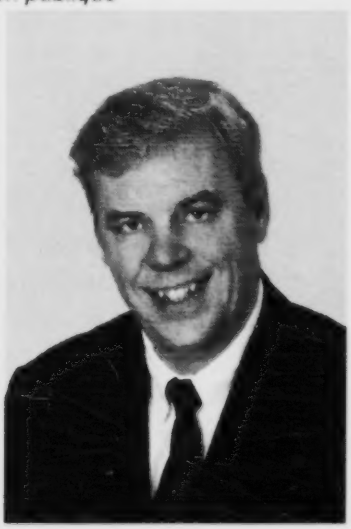
Son Honneur l'honorable John Harvard, C.P., O.M.
Lieutenant-gouverneur du Manitoba
Palais législatif, bureau 235
Winnipeg (Manitoba) R3C 0V8

Monsieur le lieutenant-gouverneur,

J'ai le privilège de vous soumettre le quatre-vingt neuvième rapport annuel de la Commission de la fonction publique du Manitoba pour la période du 1er avril 2006 au 31 mars 2007.

Veuillez accepter, Monsieur le lieutenant-gouverneur, l'expression de mes salutations les plus respectueuses.

Greg Selinger
Ministre chargé de l'application
de la *Loi sur la fonction publique*



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2007-05644/

Manitoba

Civil Service Commission

Civil Service Commission Board
935 – 155 Carlton Street
Winnipeg MB R3C 3H8

Honourable Greg Selinger
Minister Responsible for
The Civil Service Act
Room 103 Legislative Building
Winnipeg MB R3C 0V8

Dear Mr. Selinger:

In conformity with the provisions of *The Civil Service Act*, I am pleased to forward to you, the Minister Responsible for *The Civil Service Act*, the 89th annual report of the Manitoba Civil Service Commission.

This report covers the period April 1, 2006 to March 31, 2007 and includes a review of the Civil Service Commission's activities for that period.

Respectfully submitted,

Shirley Delaquis

Shirley Delaquis
Chairperson

Monsieur Greg Selinger
Ministre chargé de l'application
de la *Loi sur la fonction publique*
Palais législatif, bureau 103
Winnipeg (Manitoba) R3C 0V8

Monsieur le Ministre,

Conformément aux dispositions de la *Loi sur la fonction publique*, j'ai l'honneur de vous soumettre le quatre-vingt-neuvième rapport annuel de la Commission de la fonction publique du Manitoba, que je vous prie de recevoir dans le cadre de vos fonctions à titre de ministre chargé de l'application de la dite loi.

Le rapport couvre la période allant du 1er avril 2006 au 31 mars 2007 et comprend l'examen des activités de la Commission de la fonction publique au cours de cette période.

Veuillez recevoir, Monsieur le Ministre, l'expression de ma haute considération.

Shirley Delaquis

Shirley Delaquis
Présidente

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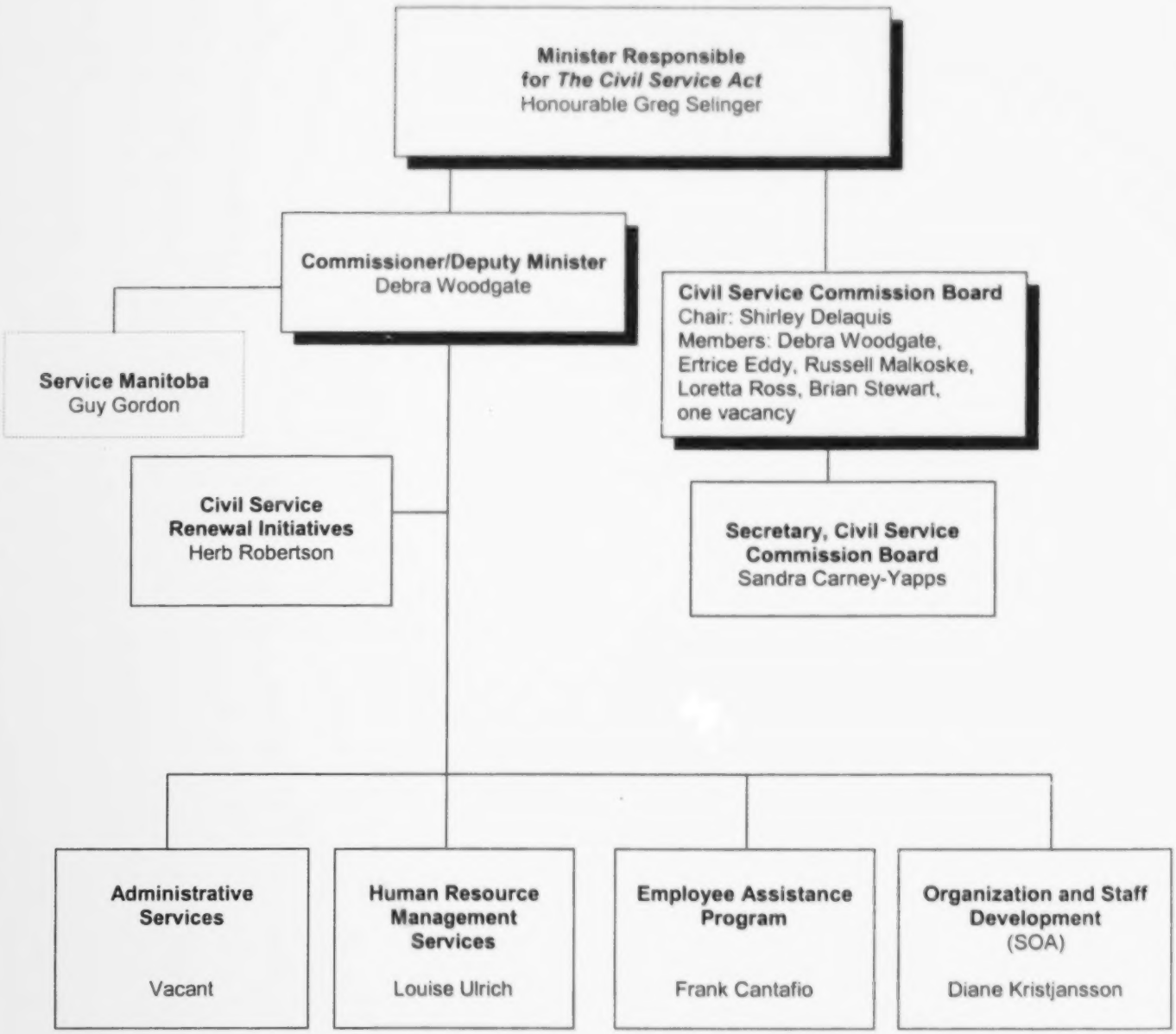
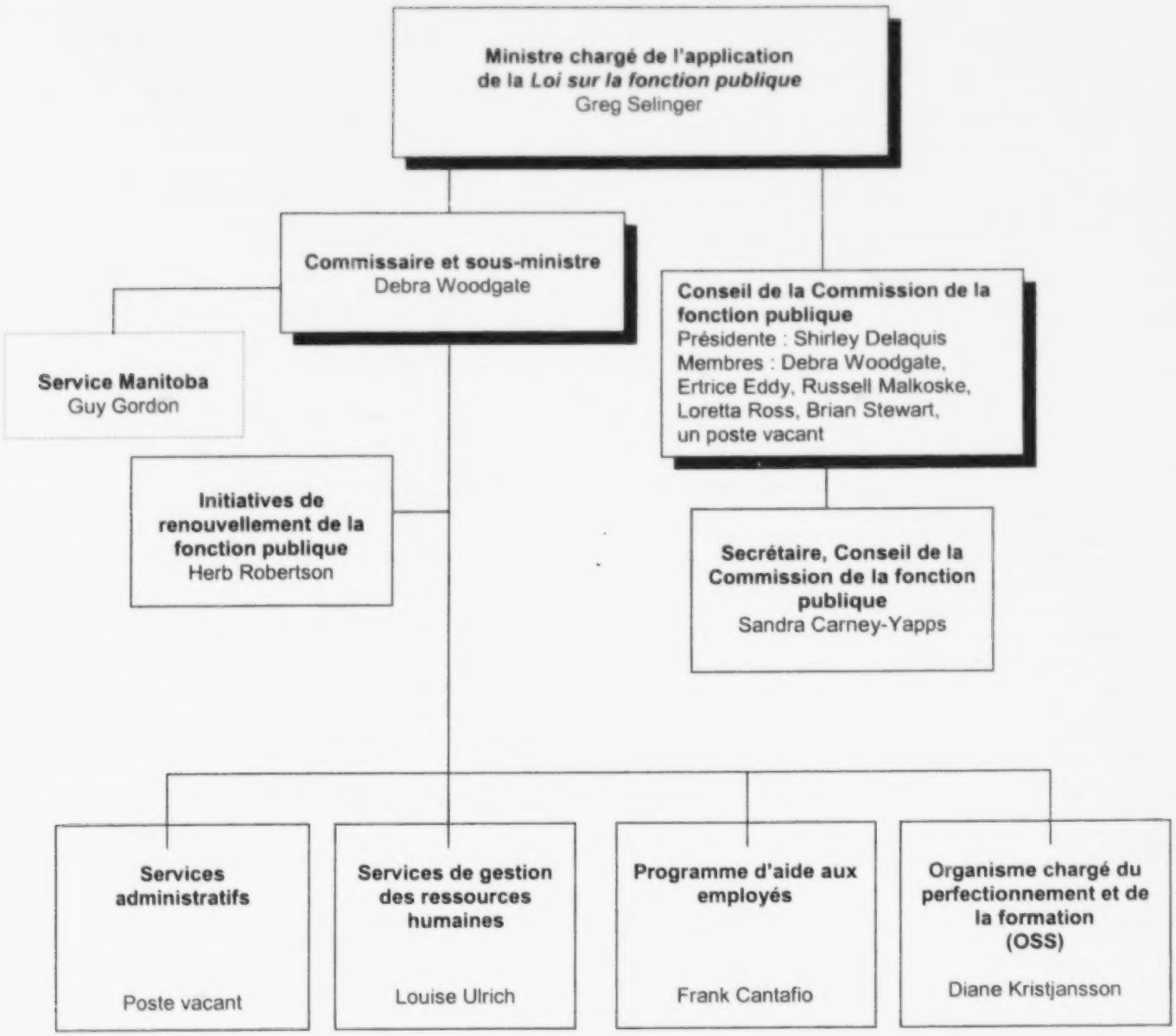
CIVIL SERVICE COMMISSION - ORGANIZATION CHART

AS AT MARCH 31, 2007



COMMISSION DE LA FONCTION PUBLIQUE – ORGANIGRAMME

AU 31 MARS 2007


Ministre chargé de l'application de la *Loi sur la fonction publique*
Greg Selinger
Commissaire et sous-ministre
Debra Woodgate
Conseil de la Commission de la fonction publique
Présidente : Shirley Delaquis
Membres : Debra Woodgate, Ertrice Eddy, Russell Malkoske, Loretta Ross, Brian Stewart, un poste vacant
Service Manitoba
Guy Gordon
Initiatives de renouvellement de la fonction publique
Herb Robertson
Secrétaire, Conseil de la Commission de la fonction publique
Sandra Carney-Yapps
Services administratifs
Poste vacant
Services de gestion des ressources humaines
Louise Ulrich
Programme d'aide aux employés
Frank Cantafio
Organisme chargé du perfectionnement et de la formation (OSS)
Diane Kristjansson

INTRODUCTION AND OVERVIEW

Report Structure

The Annual Report is organized in accordance with the Civil Service Commission's appropriation structure, which reflects the department's authorized votes approved by the Legislative Assembly. The Annual Report includes information at the main and sub-appropriation levels related to the department's objectives, actual results achieved, financial performance and variances, and provides a five year historical table giving the departmental expenditures and staffing.

Governing Legislation

The Civil Service Commission is the independent and impartial agency responsible for leading effective human resource management in government and representing the public interest in the administration of *The Civil Service Act* and Regulations. Treasury Board is responsible for the administration of sections of *The Civil Service Act* and Regulations relating to classification, pay plans, rates of pay and collective bargaining.

According to subsection 5(1) of *The Civil Service Act*, the Commission shall:

- apply and carry out the provisions of *The Act* and the Regulations under its responsibility;
- select and appoint civil servants, and be responsible for their promotion and transfer;
- advise the Minister having the administration of *The Act* on problems concerning human resource management administration;
- of its own motion or upon request of the Lieutenant Governor in Council investigate and report on:
  - the operation of *The Act*,
  - the violation of any provision of *The Act* or the Regulations,
  - any alleged impersonation, fraudulent practices, or irregularities in connection with any examination held by, or under the authority of, the Commission;

  and, on the request of a minister or the chief officer of an agency of government to which *The Act* applies, investigate and report to the minister or chief officer upon any human resource management matter relating to the department or to the agency of the government;
- appoint such employees as may be necessary to carry out *The Act*;
- perform such other duties and functions as may be assigned to the Commission by *The Act* or any other Act of the Legislature or by the Lieutenant Governor in Council.

Subsection 5(3) of *The Act* provides that the Commission may from time to time delegate its power or authority to sign any document, paper, minutes or instrument to such persons as it deems advisable.

The Civil Service Commission - Role

The Civil Service Commission works with the Treasury Board Secretariat to ensure effective development and delivery of a comprehensive human resource management service consistent with the provisions of *The Civil Service Act*, responsive to general government policy and supportive of departmental and/or broad organizational goals.

The Civil Service Act provides for the management, direction and administration of human resource management matters within the government service through the combination of a seven member Civil Service Commission Board and a department reporting through a deputy head to the Minister Responsible for *The Civil Service Act*.

INTRODUCTION ET APERÇU

Structure du rapport

Le présent rapport annuel est organisé en fonction de la structure établie par l'Assemblée législative du Manitoba pour l'affectation des crédits budgétaires à la Commission de la fonction publique. Il comprend des renseignements sur les crédits budgétaires principaux et de moindre importance relativement aux objectifs du ministère, à ses résultats réels, à ses rendements et à ses écarts financiers. Il présente en outre un tableau chronologique des effectifs et des dépenses des cinq dernières années.

Lois et règlements en vigueur

La Commission de la fonction publique est un organisme indépendant et impartial chargé de la gestion efficace des ressources humaines au sein du gouvernement et qui représente l'intérêt public dans l'administration de la *Loi sur la fonction publique* et ses règlements d'application. Le Conseil du Trésor est chargé de l'administration des articles de la *Loi sur la fonction publique* et de ses règlements d'application en ce qui concerne la classification, les systèmes de rémunération, les taux de rémunération et les négociations collectives.

Conformément au paragraphe 5(1) de la *Loi sur la fonction publique*, la Commission :

- applique la présente loi et les règlements;
- choisit et nomme les fonctionnaires, et voit à leur promotion et à leur mutation;
- conseille le ministre responsable de l'application de la présente loi sur les questions relatives à l'administration du personnel;
- de sa propre initiative ou sur demande du lieutenant-gouverneur en conseil, fait enquête et rapport :
  - sur le fonctionnement de la présente loi,
  - sur la violation d'une disposition de la présente loi ou des règlements,
  - sur toute allégation de supposition de personne, de manœuvres frauduleuses ou d'irrégularités à l'occasion d'un examen tenu par la Commission ou sous son autorité;

  et à la demande d'un ministre ou du directeur d'un organisme gouvernemental assujetti à la présente loi, elle examine toute question relative au personnel du ministère ou de l'organisme et fait rapport au ministre ou, le cas échéant, au directeur de l'organisme;
- sous réserve des dispositions de la présente loi, nomme les employés nécessaires à l'application de celle-ci;
- exerce les autres fonctions que la présente loi, une autre loi de la Législature ou le lieutenant-gouverneur en conseil lui assigne.

Conformément au paragraphe 5(3), l'autorité que possède la Commission de signer certains documents, procès-verbaux ou instruments, peut être déléguée à d'autres personnes, si la Commission le juge à propos.

Rôle de la Commission de la fonction publique

La Commission, en collaboration avec le Secrétariat du Conseil du Trésor, assure le développement et la prestation efficaces d'un service global de gestion des ressources humaines conformément à la *Loi sur la fonction publique*, répondant des politiques générales du gouvernement et appuyant les objectifs ministériels et organisationnels de ce dernier.

La *Loi sur la fonction publique* prévoit la gestion, l'orientation et l'administration des dossiers liés aux ressources humaines au sein de l'appareil gouvernemental, par l'action conjuguée du Conseil de la Commission de la fonction publique (qui est composé de sept membres) et d'un ministère dirigé par un sous-ministre et rendant compte, par l'intermédiaire de ce dernier, au ministre responsable de la *Loi sur la fonction publique*.

The Civil Service Commission Board consists of citizen and civil service members. A citizen member is designated chairperson of the Commission Board. A full-time commissioner, who is a civil servant, is deputy head of the department of the Civil Service Commission.

Programs and policies respecting human resource management for the civil service are developed under the provisions of *The Act* and government policy direction and are implemented under the authority of the Civil Service Commission or the Lieutenant Governor in Council.

Vision

A well qualified and representative workforce dedicated to providing the highest standard in responsive public service.

Mission

Lead the development and implementation of human resource plans, policies and programs that are consistent with the provisions of *The Civil Service Act* and support government priorities and department efforts in sustaining a meritorious civil service.

Operating Principles

The Civil Service Commission is committed to:

- acting consistently with legislative requirements and government directions;
- being responsive to and collaborative with those dependent upon our services;
- providing ease of understanding and access;
- anticipating future demands and initiating appropriate responses;
- conducting ourselves in an exemplary manner and modeling the values espoused in our policies.

Goals

The policies, programs and services of the Civil Service Commission are dedicated to:

- attracting, retaining and engaging a service oriented, effective and representative workforce;
- building workplaces that increase performance and employee satisfaction;
- promoting employee well being and continuous development;
- strengthening the human resource management function;
- providing informed human resource advice.

Le Conseil de la Commission de la fonction publique est composé de représentants de la population et de membres de la fonction publique. Un représentant de la population est nommé président du Conseil de la Commission. Un commissaire à temps plein, qui est fonctionnaire, occupe également les fonctions de sous-ministre de la Commission de la fonction publique.

Les programmes et politiques de gestion des ressources humaines qui composent la fonction publique sont conçus conformément aux dispositions de la *Loi sur la fonction publique* et à l'orientation générale de la politique gouvernementale; ils sont mis en œuvre sous l'autorité de la Commission de la fonction publique ou du lieutenant-gouverneur en conseil.

Vision

Avoir une équipe très compétente et représentative qui s'applique à fournir un service attentionné à la population en respectant les normes les plus élevées.

Mission

Diriger l'élaboration et la mise en œuvre de plans, de politiques et de programmes relatifs aux ressources humaines conformément aux dispositions de la *Loi sur la fonction publique* tout en respectant les priorités du gouvernement et en appuyant les efforts du ministère pour que le service dispensé par la fonction publique demeure exemplaire.

Principes directeurs

La Commission de la fonction publique s'engage :

- à agir conformément aux dispositions de la loi et aux orientations adoptées par le gouvernement;
- à être attentive aux demandes des personnes qui dépendent de ses services et à collaborer avec elles;
- à assurer un service d'accès et de compréhension faciles;
- à anticiper les demandes et à préparer les réponses appropriées;
- à adopter une conduite exemplaire inspirée des valeurs prônées dans ses politiques.

Objectifs

Les politiques, programmes et services de la Commission de la fonction publique visent :

- à attirer, à conserver et à soutenir des effectifs efficaces, axés sur le service et représentatifs de la population;
- à faire en sorte que les milieux de travail favorisent le rendement et la satisfaction des employés;
- à promouvoir le bien-être et le perfectionnement constant des employés;
- à améliorer la gestion des ressources humaines;
- à fournir des conseils éclairés en matière de ressources humaines.

Functional Organization

The Civil Service Commission currently consists of an Executive Office, which performs managerial functions and provides services to the Civil Service Commission Board and three program areas, which deliver its specialized programs and services. The departmental organization structure appears in the organization chart. Additional information on each of the three program areas is included in the text of this report.

As of fiscal year 1994-1995, Organization and Staff Development (OSD) has been operating as a Special Operating Agency. A separate annual report is prepared for OSD.

As of fiscal year 2002-2003, responsibility for Service Manitoba was transferred to the Civil Service Commissioner for overall guidance and direction. The activities of Service Manitoba are included in this report.

Organisation fonctionnelle

La Commission de la fonction publique se compose actuellement d'une haute direction, laquelle assume les fonctions de gestion et procure des services au Conseil de la Commission de la fonction publique, et de trois domaines de programme, qui offrent des programmes et des services spécialisés. La structure organisationnelle de la Commission apparaît sur l'organigramme. On trouvera dans le présent rapport des renseignements supplémentaires sur chacun des trois domaines de programme de la Commission de la fonction publique.

Depuis l'exercice de 1994-1995, l'Organisme chargé du perfectionnement et de la formation fonctionne en tant qu'organisme de service spécial et fait l'objet d'un rapport annuel distinct.

Depuis l'exercice de 2002-2003, Service Manitoba relève du commissaire de la Commission de la fonction publique pour son orientation globale. Les activités de Service Manitoba sont incluses dans le présent rapport.

2006-2007 HIGHLIGHTS

Civil Service Renewal Strategy

The Civil Service Renewal Strategy is the most comprehensive, collaborative and sustained effort that has been undertaken to identify and resolve human resource issues.

As previously reported, the strategy has evolved from a means to address pending turnover because of retirements to a comprehensive and on-going plan that is revitalizing the civil service. The unprecedented attention on people matters continued to increase in 2006–2007. The goals of the strategy and the operational priorities of the Commission converged as there was recognition that advancing one would advance the other.

The goals of the Civil Service Renewal Strategy, as announced in October 2003, continue to be:

1. Renewal - working for the Government of Manitoba is a rewarding and attractive career
2. Sustainability – good service is maintained despite turnover and change
3. Diversity – greater representation exists at all levels in the civil service
4. Clarity – accountability for people development and leadership is clear

The nine-member Deputy Minister Advisory Committee on Human Resources, chaired by the Civil Service Commissioner, guides the implementation of the strategy. In the past three years, the committee has initiated more than 300 actions that have contributed to keeping and attracting the talent needed to protect and enhance service to the public. In 2006–2007 the committee focused its attention on three (3) outcomes: building leadership capacity, increasing diversity, and modernizing human resource management and governance.

Among the significant outcomes in 2006–2007 are the following:

Leadership Development Initiative

This program for high potential managers and professionals includes a series of learning and work opportunities intended to encourage the retention and advancement of leaders, and to reduce the impact of turnover of retiring senior personnel.

A central component of the initiative is the Manitoba Strategy/Leadership Program, an intense week-long training and education event that is designed specifically to meet the needs of this civil service. The program is facilitated by leading university personnel and other subject matter experts. Participants are required to fulfill a service-in-return obligation, to share their learning with their department, to provide career guidance or mentoring, and to participate in mutually beneficial renewal-related activities as identified by the Civil Service Commission. Through Career Advisory Panels, participants gain career advice from executive managers, advice that is specifically relevant to their government employment.

Offerings of the Manitoba Strategy/Leadership Program were increased in 2006–2007. As a beneficial consequence, the number of people who have had the opportunity to attend increased to 215, two and a half times more than the total for the previous two years.

ÉLÉMENTS PRINCIPAUX EN 2006-2007

Stratégie de renouvellement de la fonction publique

La Stratégie de renouvellement de la fonction publique est l'effort le plus complet, le plus collectif et le plus soutenu jamais déployé pour déceler et résoudre les problèmes liés aux ressources humaines.

Comme nous l'avons déjà expliqué, la stratégie a évolué : d'un moyen de pallier les éventuels départs à la retraite, elle est devenue un plan complet et continu visant la revitalisation de la fonction publique. Les questions liées au personnel continuent comme jamais auparavant d'occuper une place de plus en plus importante en 2006-2007. Les objectifs de la stratégie et les priorités opérationnelles de la Commission sont devenus convergents, puisque nous avons constaté que le progrès des uns fait avancer les autres.

Les objectifs de la Stratégie de renouvellement de la fonction publique, comme on l'a annoncé en octobre 2003, demeurent les mêmes, à savoir :

1. Renouvellement – carrière attrayante et stimulante au sein du gouvernement du Manitoba
2. Stabilité – qualité des services maintenue malgré le roulement du personnel et les changements
3. Diversité – représentativité accrue à tous les échelons de la fonction publique
4. Clarté – responsabilité claire à l'égard du perfectionnement des personnes et du leadership

Le comité consultatif des sous-ministres en matière de ressources humaines, composé de neuf membres et présidé par le commissaire de la Commission de la fonction publique, dirige la mise en œuvre de la stratégie. Depuis trois ans, le comité a adopté plus de 300 mesures concrètes ayant contribué à attirer et à conserver le talent nécessaire au maintien et à l'amélioration des services offerts à la population. En 2006-2007, le comité a centré les thèmes de sa stratégie sur trois (3) résultats : mettre sur pied une capacité de leadership, augmenter la diversité, et moderniser la gestion et la gouvernance des ressources humaines.

Parmi les thèmes importants retenus en 2006-2007, notons les suivants :

Initiative de perfectionnement en leadership

Ce programme est destiné aux gestionnaires et aux professionnels qui présentent un fort potentiel. Il consiste en une série de possibilités d'apprentissage et d'emploi intégrées visant à favoriser le maintien et l'avancement professionnel des leaders, ainsi qu'à réduire l'incidence du roulement de personnel occasionné par les départs à la retraite du personnel expérimenté.

Le programme de leadership et de planification stratégique du Manitoba est une composante importante de cette initiative. Il s'agit d'une semaine intensive de formation et d'études spécialement conçue pour répondre aux besoins des fonctionnaires. Ce programme est animé par le personnel d'une université renommée et par des spécialistes. Les participants sont tenus de respecter leur obligation de service en retour, de transmettre ce qu'ils ont appris à leurs collègues, d'offrir de l'orientation professionnelle et de l'encadrement, et de participer à des activités de renouvellement mutuellement bénéfiques choisies par la Commission. Auprès de groupes consultatifs sur les carrières, les participants obtiennent des conseils professionnels de la part de la haute direction, conseils qui sont particulièrement pertinents à leur emploi au sein du gouvernement.

Le programme de leadership et de planification stratégique du Manitoba a été augmenté en 2006-2007, ce qui a eu comme résultat positif que le nombre de personnes qui ont pu y participer a grimpé à 215, soit deux fois et demie de plus que le nombre total des deux années précédentes.

New Professionals Network

The New Professionals Network has gained appreciative recognition from other provincial governments. The network promotes information sharing, relationship building and development among those professionals who have recently joined the Manitoba Civil Service, thus encouraging their commitment and retention. Of particular significance is the fact that the 150 members also actively participate in the design and administration of the network, making it both more relevant to them and more sustainable.

Women's Leadership Program

In 2006–2007 the Women's Leadership Program completed a successful 30-participant pilot and became an on-going program. The number of participants will double in 2007–2008. In addition, the program will be made available to more regions of the province.

The purpose of the program is to help women in the civil service achieve their full leadership potential. It supports the employment equity goal of increasing the number of qualified women in higher positions. Any female employee is eligible to participate, provided she aspires to be in a leadership role and is not currently a senior manager. The program has five components: orientation, networking, coaching, career planning and skill development.

Leadership @ All Levels

Leadership @ All Levels is a skill-based development guide or "road map" designed for any employee who aspires to be a supervisor, manager or executive, or who wants to improve upon the leadership skills that are required in their current work. Like the Women's Leadership Program, it successfully completed a pilot stage with 110 employees and their supervisors participating. It is now an on-going program.

Participants in Leadership @ All Levels complete a self-assessment to confirm their leadership strengths. Following a conversation with their supervisor that centers on development needs and interests, the participant prepares a plan tying their career goals with the priorities of their department. Like other related programs offered by the Civil Service Commission, employees are challenged to take responsibility for their development and in return are provided with the support to continually learn.

The Internship and Placement Programs

The many existing programs that have been attracting new, young and diverse employee populations into the civil service were reviewed, revised and, in some case, expanded. These programs have succeeded in attracting exceptionally talented individuals while providing them with the intense orientation and work experience that makes them productive contributors from the beginning of their employment. These programs are: the Management Internship Program (MIP), the Financial Management Development Program (FMDP), the Aboriginal Management Development Program (AMDP), the Aboriginal Public Administration Program (APAP), the Persons with Disabilities Career Assistance Program, and the Career Gateway Program for Visible Minorities.

Réseau des nouveaux professionnels

Le Réseau des nouveaux professionnels a obtenu une reconnaissance appréciable d'autres gouvernements provinciaux. Ce réseau facilite l'échange de renseignements et la formation de liens entre les professionnels qui se sont récemment joints à la fonction publique du Manitoba, favorisant ainsi leur engagement et leur maintien au sein de l'organisation. Fait important, 150 membres participent activement à la conception et à l'administration du réseau, le rendant plus pertinent à leurs yeux et plus durable.

Programme de leadership pour les femmes

En 2006-2007, le programme de leadership pour les femmes a terminé un projet pilote auquel participaient 30 femmes. Ayant été concluant, le projet est devenu un programme permanent. Le nombre de participantes doublera en 2007-2008. De plus, le programme sera étendu à un plus grand nombre de régions de la province.

Ce programme vise à aider les femmes au sein de la fonction publique à réaliser pleinement leur potentiel en matière de leadership. Il appuie également l'objectif en matière d'équité en emploi qui est d'augmenter le nombre de femmes qualifiées à occuper des postes élevés. Toute employée est admissible au programme, pourvu qu'elle aspire à assumer un rôle de leadership et qu'elle n'occupe pas déjà un poste de haute direction. Le programme comprend cinq volets : orientation, réseautage, encadrement, planification de carrière et amélioration des compétences.

Leadership à tous les niveaux

Leadership à tous les niveaux est un guide ou une « feuille de route » de perfectionnement des compétences destiné à tout employé qui aspire à devenir superviseur, gestionnaire ou directeur, ou qui souhaite améliorer les compétences en matière de leadership dont il a besoin dans l'exercice de ses fonctions actuelles. À l'instar du programme de leadership pour les femmes, Leadership à tous les niveaux a terminé un projet pilote concluant auquel participaient 110 employés et leurs superviseurs. Ce programme est maintenant permanent.

Chaque participant à Leadership à tous les niveaux effectue une auto-évaluation qui lui permet de confirmer ses forces en matière de leadership. Après un entretien avec son superviseur traitant de ses besoins et de ses champs d'intérêt, le participant élabore un plan établissant un lien entre ses objectifs de carrière et les priorités de son ministère. Comme dans les autres programmes semblables offerts par la Commission de la fonction publique, les employés doivent prendre en main leur perfectionnement personnel et, en retour, obtiennent l'appui nécessaire pour apprendre de manière continuelle.

Programmes de stages et de placement

Les nombreux programmes existants visant à attirer dans la fonction publique de nouveaux employés jeunes et provenant de divers segments de la population ont été analysés, révisés et, dans certains cas, élargis. Ces programmes ont permis d'attirer des personnes exceptionnellement talentueuses en leur faisant profiter d'une formation intensive et d'une expérience de travail qui les ont rendues productives dès leur embauche. Ces programmes sont les suivants : le Programme de stages en gestion, le Programme de perfectionnement en gestion financière, le Programme de perfectionnement en gestion destiné aux Autochtones, le Programme d'administration publique à l'intention des Autochtones, le Programme d'aide professionnelle destiné aux personnes handicapées et le programme Accès carrière pour les personnes des minorités visibles.

The Respectful Workplace Policy and the Values and Ethics Guide

The Respectful Workplace Policy is the new corporate policy that describes the responsibilities all employees have for ensuring a civil work environment. The Values and Ethics Guide is also new. It confirms the four core values most important to government employees: act in the public interest, act with integrity, act with respect for others, and act with skill and dedication. The guide describes what employees can do to ensure their actions are consistent with the values.

One thousand (1000) managers and supervisors were orientated to the new policy and guide in an unprecedented and continuing effort to inform every leader in the civil service of these essential human resource directives.

The Learning Policy

The Learning Policy continues to be introduced. It is an important encouragement for every employee to take responsibility for their own development and to take advantage of available learning opportunities that are personally and organizationally beneficial. Those opportunities include work experience, relationship building, formal training and self-directed education.

Corporate Human Resource Action Plan

A plan was developed in 2006-2007 that will modernize human resource management practice in the Manitoba Civil Service. The plan, which will be implemented in 2007–2008, has three goals: improved governance with respect to the delivery of human resource management, transactional reform and shared services. Each goal has a set of specific outcomes to be completed. Collectively, these goals mean that, once achieved, there will be an even more effective human resource community to ensure greater efficiency in staffing, classification and development practices. A group of Deputy Ministers will be responsible for each goal and will be assisted by teams of human resource directors and consultants.

Consulting and Training Services

The Civil Service Commission continued to sponsor, through Organization and Staff Development, consulting and training services that strengthen good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. Organization and Staff Development, a Special Operating Agency within the Civil Service Commission, delivered 683 training workshops or in-department development events in 2006–2007, of which 94 were fully sponsored by the Commission. Of the 8,737 employees that participated, the Commission fully sponsored 1,230 employees. A sample of subjects covered in the workshops and events is: human resource management skills for managers, communicating with Aboriginal people, cultural diversity, employing workers with disabilities, and staffing skills for managers and human resource professionals.

Politique de respect dans le milieu de travail et guide des valeurs et des comportements éthiques

La Respectful Workplace Policy (politique de respect dans le milieu de travail; document disponible en anglais seulement) est la nouvelle politique générale qui décrit les responsabilités de chaque employé relativement au maintien d'un environnement de travail agréable. Le Values and Ethics Guide (guide des valeurs et des comportements éthiques; document disponible en anglais seulement) est également nouveau. Il confirme les quatre valeurs fondamentales les plus importantes pour les employés du gouvernement : agir dans l'intérêt public, agir avec intégrité, agir dans le respect d'autrui et agir avec compétence et dévouement. Ce guide explique aux employés ce qu'ils peuvent faire pour que leurs gestes respectent ces valeurs.

Mille (1 000) gestionnaires et superviseurs ont reçu une formation relative à la nouvelle politique et au nouveau guide dans un effort constant et sans précédent visant à faire connaître à chaque dirigeant de la fonction publique ces directives essentielles en matière de ressources humaines.

Politique d'apprentissage

La politique d'apprentissage poursuit son intégration. C'est très encourageant pour chaque employé de prendre la responsabilité de son propre perfectionnement et de tirer parti des occasions d'apprentissage qui se présentent et qui lui seront bénéfiques sur le plan tant personnel que collectif. Parmi ces occasions, citons l'expérience de travail, l'établissement de relations, la formation formelle et l'éducation autonome.

Plan d'action en matière de ressources humaines

En 2006-2007, on a élaboré un plan qui permettra de moderniser la gestion des ressources humaines au sein de la fonction publique du Manitoba. Ce plan, qui sera mis en application en 2007-2008, compte trois objectifs : l'amélioration de la gouvernance à l'égard de la prestation d'un service de gestion des ressources humaines, la réforme transactionnelle et l'échange de services. Chacun de ces objectifs comporte un ensemble de résultats à réaliser. Une fois ces objectifs collectivement atteints, le service des ressources humaines sera encore plus efficace en ce qui a trait à la dotation en personnel, à la classification et au perfectionnement. Un groupe de sous-ministres sera responsable de mener à bien chaque objectif et sera assisté d'équipes de directeurs et de conseillers en ressources humaines.

Services de consultation et de formation

La Commission de la fonction publique continue de soutenir, par l'Organisme chargé du perfectionnement et de la formation, des services de consultation et de formation qui consolident les pratiques exemplaires en matière de ressources humaines, encouragent le renouvellement et la représentativité de la fonction publique, et favorisent la meilleure utilisation du talent des employés. En 2006-2007, l'Organisme chargé du perfectionnement et de la formation, organisme de service spécial au sein de la Commission de la fonction publique, a organisé 683 ateliers de formation et événements de perfectionnement intra-ministériels, dont 94 ont été entièrement commandités par la Commission. Parmi les 8 737 employés qui y ont participé, la Commission en a pleinement commandité 1 230. Voici quelques sujets abordés dans ces ateliers et événements : compétence en gestion des ressources humaines pour les gestionnaires, communication avec les populations autochtones, diversité culturelle, embauche de travailleurs handicapés et compétences de dotation en personnel pour les gestionnaires et les professionnels des ressources humaines.

Diversity and Employment Equity Initiatives

The Civil Service Commission continued to take an active leadership role in the area of diversity and employment equity to develop initiatives that best support the diversity and equity goals of government. Diversity and Employment Equity initiatives for 2006-2007, in addition to internship programs, included:

Diversity and Employment Equity Policy – Communication, Consultation and Education

In 2006-2007, the Civil Service Commission continued to communicate, consult and educate departments on the Diversity and Employment Equity Policy. The Commission, in partnership with departmental employment equity coordinators, delivered policy information updates to departmental executive management committees. Information sessions were also delivered to the human resource community and managers. Training in valuing diversity, duty to accommodate and Aboriginal awareness through Organization & Staff Development were provided.

The Aboriginal Employment Strategies project which produced a framework and 23 specific actions to enhance Aboriginal representation within the civil service is being expanded to encompass all four employment equity groups.

The Civil Service Commission continued its involvement with departments and crown corporations to share best practices and programs related to diversity and employment equity. The Commission also worked collaboratively through its involvement on internal and external committees in looking for solutions and opportunities to increase access to participation in the workplace by equity group members.

Annual Diversity and Employment Equity Update Conference

The Civil Service Commission hosted the Annual Diversity and Employment Equity Update Conference for the government human resource and management community on November 22, 2006. At the conference, the Honourable Greg Selinger, Minister Responsible for *The Civil Service Act*, reconfirmed the Government's support for diversity and employment equity. The agenda included a keynote address delivered by Charlie Coffey, O.C., Executive Vice President of RBC Financial Group and a well known national champion of diversity and employment equity. Also included on the agenda were panel discussions on two themes including: Diversity from a National Perspective and Best Practices in the Manitoba Civil Service. The event concluded with remarks by the Civil Service Commissioner on the future goals of diversity and employment equity.

Dan Highway Diversity and Employment Equity Achievement Award

The Civil Service Commission took the lead, in 2006, in organizing the Dan Highway Diversity and Employment Equity Achievement Award. The award recognizes and celebrates the achievements of individuals or groups within the Manitoba Civil Service who, through their diligence and commitment, are helping to make the civil service become more representative and inclusive by promoting diversity and employment equity in the workplace.

Initiatives axées sur la diversité et l'équité en emploi

La Commission de la fonction publique continue à jouer un rôle prépondérant dans le domaine de la diversité et de l'équité en emploi afin d'élaborer des initiatives qui visent à aider au maximum le gouvernement à réaliser ses objectifs au chapitre de la diversité et de l'équité en emploi. Les initiatives en 2006-2007, en plus des programmes de stages, incluaient notamment les suivantes :

Politique de diversité et d'équité en emploi – Communication, consultation et éducation

En 2006-2007, la Commission de la fonction publique a continué ses activités de communication, de consultation et d'éducation auprès des ministères relativement à la politique de diversité et d'équité en emploi. La Commission, en partenariat avec les coordonnateurs de l'équité en emploi au sein des ministères, a distribué des mises à jour sur la politique aux comités de gestion de la haute direction des ministères. Des séances d'information ont aussi été organisées à l'intention des intervenants en ressources humaines et des gestionnaires. Une formation sur la valorisation de la diversité, sur les mesures d'adaptation et sur les cultures autochtones a été dispensée par l'Organisme chargé du perfectionnement et de la formation.

Le projet de stratégies d'emploi des Autochtones qui a permis de réaliser un cadre de travail et de porter 23 gestes concrets pour augmenter la représentation des Autochtones au sein de la fonction publique a été élargi pour comprendre les quatre groupes désignés aux fins de l'équité en emploi.

La Commission de la fonction publique continue de collaborer avec les ministères et les sociétés de la Couronne pour échanger des principes de pratiques exemplaires et des programmes liés à la diversité et à l'équité en emploi. Dans le cadre de cet engagement, la Commission a également participé à des comités internes et externes en vue de chercher des solutions aux problèmes et de créer des occasions d'augmenter l'accès au travail pour les membres des groupes désignés aux fins de l'équité en emploi.

Annual Diversity and Employment Equity Update Conference

La Commission de la fonction publique a organisé la conférence *Annual Diversity and Employment Equity Update Conference* à l'intention de la collectivité des ressources humaines et des gestionnaires du gouvernement. Au cours de la conférence, tenue le 22 novembre 2006, Greg Selinger, ministre responsable de la *Loi sur la fonction publique*, a confirmé le soutien du gouvernement aux principes de diversité et d'équité en emploi. L'ordre du jour comprenait un discours d'ouverture prononcé par Charlie Coffey, O.C., vice-président directeur de RBC Groupe Financier et défenseur reconnu à l'échelle nationale de la diversité et de l'équité en emploi. L'ordre du jour de la conférence comprenait également des discussions de groupes portant sur deux thèmes : la diversité d'un point de vue national et les pratiques exemplaires au sein de la fonction publique du Manitoba. L'événement a pris fin avec un discours du commissaire de la Commission de la fonction publique traitant des objectifs futurs en matière de diversité et d'équité en emploi.

Prix Dan-Highway soulignant l'excellence en matière de diversité et d'équité en emploi

En 2006, la Commission de la fonction publique a pris l'initiative d'organiser la remise du Prix Dan-Highway soulignant l'excellence en matière de diversité et d'équité en emploi. Cette distinction reconnaît et honore les réalisations de personnes ou de groupes faisant partie de la fonction publique du Manitoba qui, par leur diligence et leur engagement, aident à rendre la fonction publique plus représentative et inclusive en faisant la promotion de la diversité et de l'équité en emploi dans leur milieu de travail.

Outreach Activities

The Civil Service Commission continued to engage in active outreach activities in order to promote career opportunities in the civil service with various diversity groups and employment equity organizations as well as universities and colleges. Outreach activities included:

- participation in the Manitoba Business Leadership Network Job Fair for persons with disabilities;
- meetings with organizations representing persons with disabilities;
- participation in the Winnipeg Chamber of Commerce Aboriginal Job Fair;
- participation in the Brandon Aboriginal Job Fair;
- participation in the Rotary Club Career Symposium;
- participation in the Afro-Caribbean Association Job Recruitment Fair;
- ongoing outreach to Aboriginal communities across the Province on behalf of departments that serve Aboriginal people;
- ongoing outreach to organizations representing the visible minority community and employment agencies that work with members of visible minorities and/or immigrant clients;
- ongoing participation in conferences and committees relating to increasing the representation and improving the distribution of women in government at all levels; and
- ongoing consultations with organizations representing persons with disabilities to identify candidates for employment opportunities and assess any specific accommodation requirements.

Sustainable Development Initiatives

The Civil Service Commission is a small department whose operations are primarily housed within three office building locations in Winnipeg. During 2006-2007, the Commission placed even greater emphasis on environmental sound practice by emphasizing use of reusable cups and providing for more and more accessible recycle bins. As well, there was continued use of re-cycled paper in photocopiers and all computer printers; two-sided printing of documents, maximizing toner life and the use of re-cycled toner cartridges for all computer printers; and continued work to investigate and implement the appropriate disposal of recyclable items such as cans, newspapers and plastics in conjunction with a government-wide solution.

Activités d'extension

La Commission de la fonction publique continue à participer à des activités d'extension afin de promouvoir les perspectives de carrière au sein de la fonction publique, en collaboration avec divers groupes sur la diversité et d'organismes d'équité en emploi, ainsi que des collèges et universités. Les activités d'extension incluaient notamment :

- la participation au salon de l'emploi pour les personnes handicapées organisé par le Manitoba Business Leadership Network;
- la tenue de rencontres avec des organismes représentant les personnes handicapées;
- la participation à la journée-carrières pour les Autochtones organisée par la Chambre de commerce de Winnipeg;
- la participation au salon de l'emploi pour les Autochtones de Brandon;
- la participation au salon des carrières Rotary;
- la participation au salon de recrutement de l'Afro-Caribbean Association;
- des activités d'extension continues avec les collectivités autochtones de toute la province au nom des ministères leur dispensant des services;
- des activités d'extension continues avec des organismes représentant les minorités visibles et les agences de placement qui collaborent avec des personnes des minorités visibles ou des clients immigrants;
- la participation continue à des conférences et à des comités qui travaillent à accroître le nombre de femmes et à améliorer leur répartition à tous les échelons du gouvernement; et
- des consultations continues auprès d'organismes représentant des personnes handicapées ayant pour but de cibler d'éventuels candidats pour des postes et d'évaluer les besoins particuliers en matière d'accommodement.

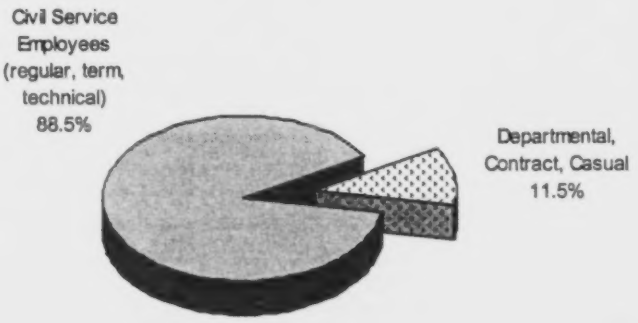
Initiatives de développement durable

La Commission de la fonction publique n'est pas un grand organisme : ses centres d'activités tiennent dans trois petits immeubles à bureaux situés à Winnipeg. Pendant 2006-2007, la Commission a davantage fait la promotion de pratiques bonnes pour l'environnement en favorisant l'utilisation de tasses réutilisables et en installant davantage de bacs de recyclage à des endroits faciles d'accès. De même, elle a continué à utiliser du papier recyclé dans les photocopieurs et les imprimantes reliées aux ordinateurs; elle a maintenu la norme relative à l'impression des deux côtés pour les documents, maximisé l'utilisation de la poudre imprimante et utilisé des cartouches d'imprimantes recyclées pour toutes les imprimantes reliées aux ordinateurs; et elle a poursuivi ses recherches dans le but de trouver et de mettre en œuvre un moyen approprié d'éliminer les articles recyclables tels les cannettes, les journaux et les objets en plastique dans l'optique d'en arriver à une solution applicable à l'échelle du gouvernement

STATISTICS – As of March 31, 2007

Civil Service Employee Statistics

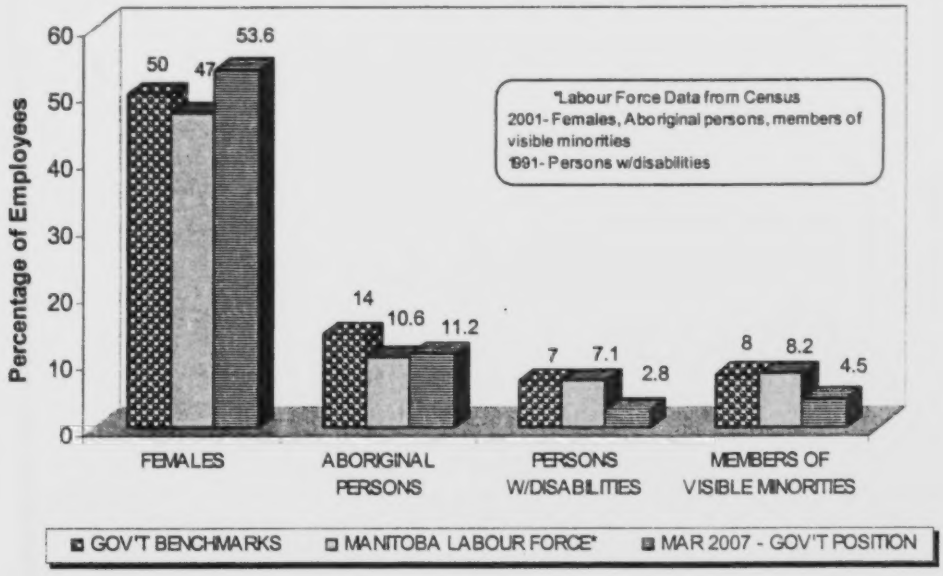
As of March 31, 2007, the total number of civil service employees was 13,862. This includes 12,274 civil service employees (regular, term and technical employees) and 1,588 departmental, contract and casual employees.



Note: Does not include employees on inactive status.

Employment Equity Statistics

As of March 31, 2007, the representation of employment equity groups in the civil service was: women 53.6%; Aboriginal persons 11.2%; persons with disabilities 2.8%, and members of visible minorities 4.5%.

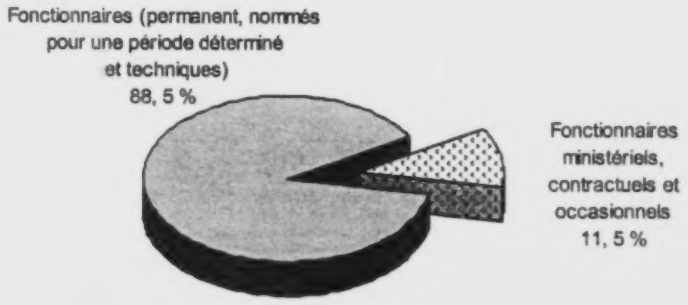


Notes: These totals include both active and inactive; regular, term, technical and departmental employees in the calculations. The statistics for Aboriginal persons, Persons with Disabilities and members of Visible Minorities are based on employee self-declarations.
Established Benchmarks in 2003-2004 that reflect the population and workforce in Manitoba based on 2001 census data and community consultations.

STATISTIQUES - AU 31 MARS 2007

Statistiques sur les fonctionnaires

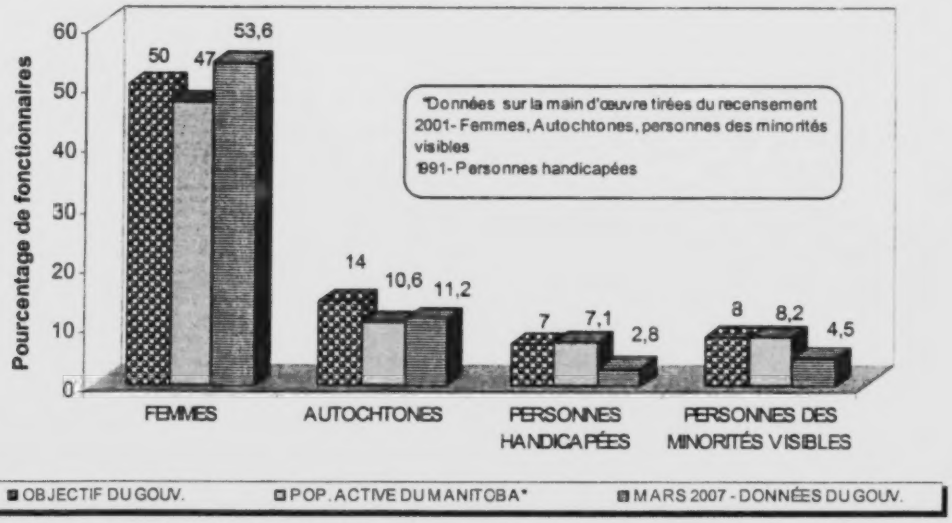
À compter du 31 mars 2007, la fonction publique comptait 13 862 fonctionnaires au total, dont 12 274 employés (permanents, nommés pour une période déterminée et techniques) et 1 588 fonctionnaires ministériels, contractuels et occasionnels.


Fonctionnaires (permanent, nommés pour une période déterminé et techniques) 88, 5 %
Fonctionnaires ministériels, contractuels et occasionnels 11, 5 %

Remarque : Ces chiffres n'incluent pas les employés inactifs.

Statistiques sur l'équité en emploi

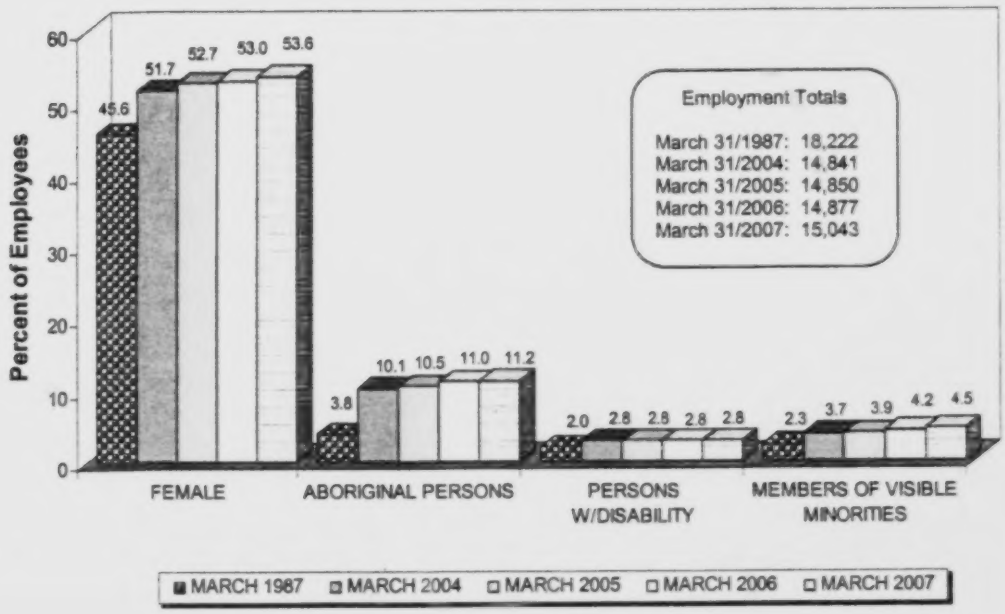
Au 31 mars 2007, la répartition dans la fonction publique des groupes désignés aux fins de l'équité en emploi était la suivante : 53,6 % de femmes, 11,2 % d'Autochtones, 2,8 % de personnes handicapées et 4,5 % de personnes des minorités visibles.



Remarque: Les totaux incluent les employés actifs et inactifs (permanents, nommés pour une période déterminée et techniques) ainsi que les fonctionnaires ministériels. Les statistiques pour les Autochtones, les personnes handicapées et les personnes des minorités visibles proviennent des auto-déclarations des employés.
De nouveaux objectifs repères ont été établis en 2003-2004, qui représentent mieux la population et la population active du Manitoba selon le Recensement de 2001 et les consultations auprès de collectivités.

Employment Equity Statistics - Trend Data

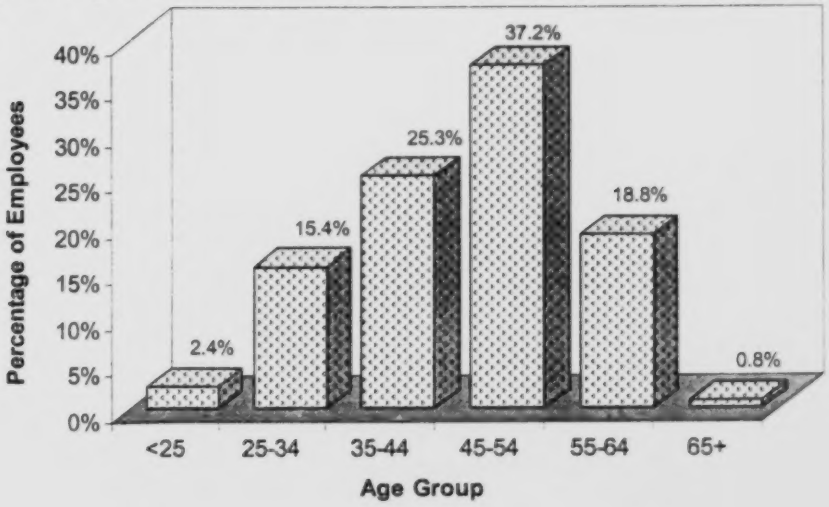
The chart below shows the representation of employment equity groups in the civil service over a 4-year period as of fiscal year end and the 1987 representation data.



Notes: These totals include both active and inactive employees in the calculations and as such the employment totals will not match employment totals published in the appendices of this annual report.

Percentage of Employees by Age Group

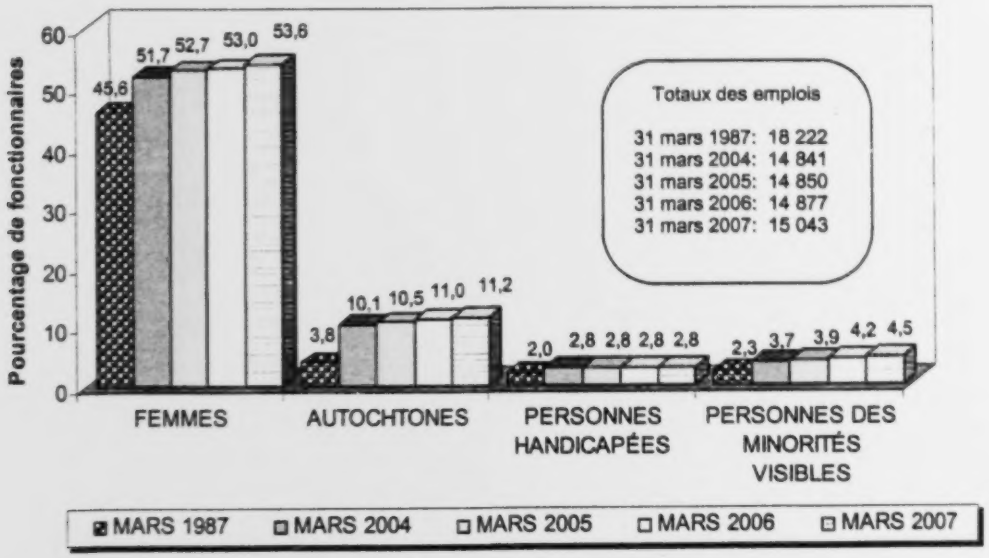
The percentage of civil service employees by age group as of March 31, 2007



Note: These totals include only regular, term and technical employees. They do not include employees on inactive status.

Statistiques sur l'équité en emploi – Données sur les tendances

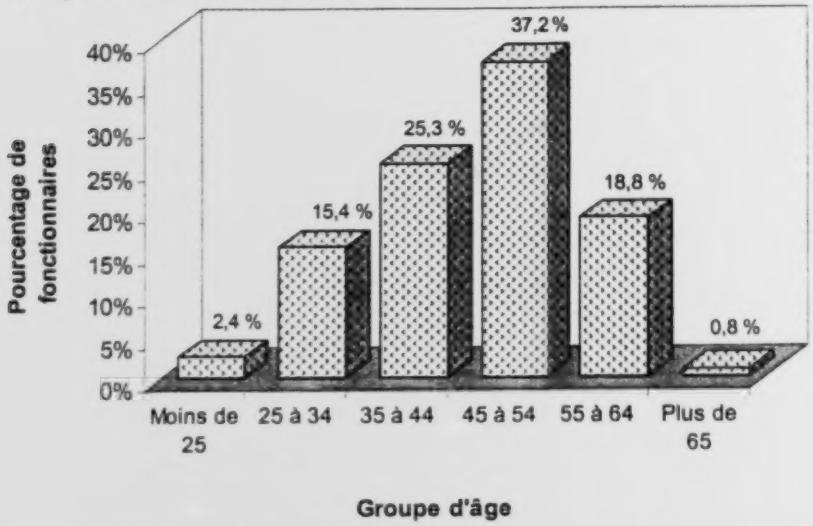
Le diagramme suivant montre la répartition dans la fonction publique des groupes désignés aux fins de l'équité en emploi pour la période de quatre ans se terminant le 31 mars 2007, ainsi que les données de la répartition en 1987.



Remarque : Les totaux incluent les employés actifs et inactifs. Par conséquent, les totaux des emplois ne correspondront pas aux totaux des emplois publiés dans les annexes du présent rapport annuel.

Répartition des fonctionnaires selon le groupe d'âge

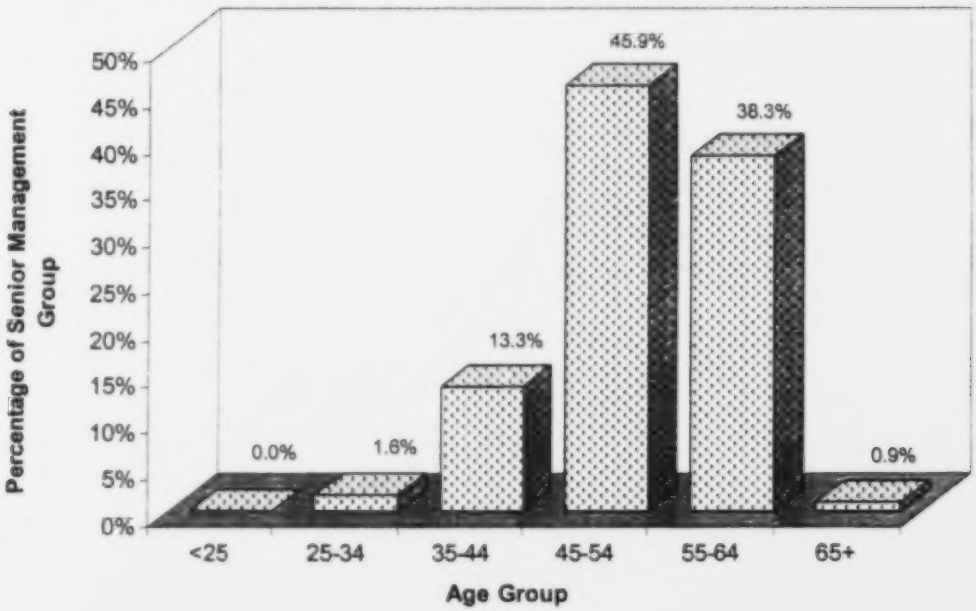
Voici la répartition des fonctionnaires selon le groupe d'âge au 31 mars 2007.



Remarque : Ces totaux tiennent compte uniquement des fonctionnaires permanents, nommés pour une période déterminée et techniques. Ils n'incluent pas les employés inactifs.

Average Age of the Senior Management Group

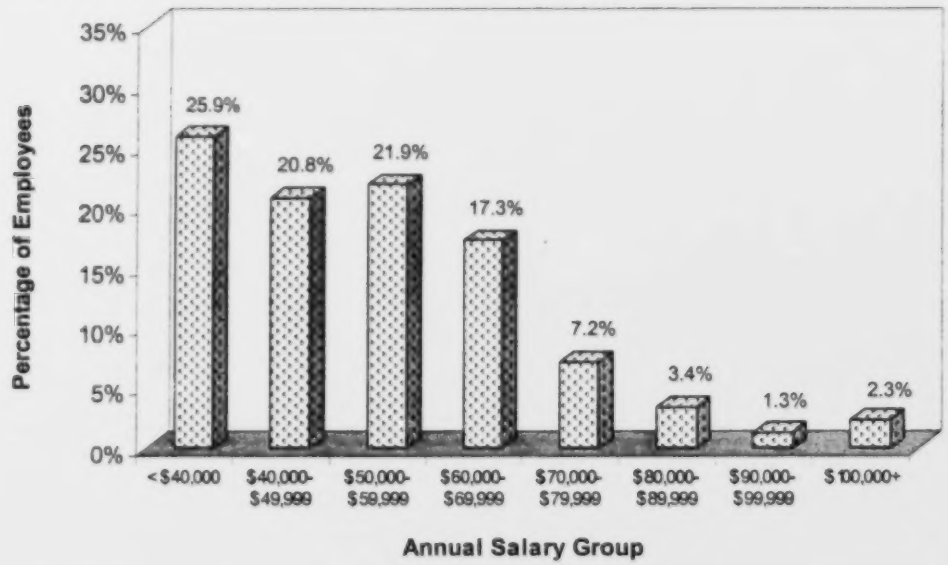
The average age of the Senior Management Group as of March 31, 2007



Note: These totals include only regular, term and technical employees. They do not include employees on inactive status. The Senior Management Group includes Deputy Ministers, Executive Officers, Senior Officers and Senior Managers.

Percentage of Employees by Annual Salary Distribution

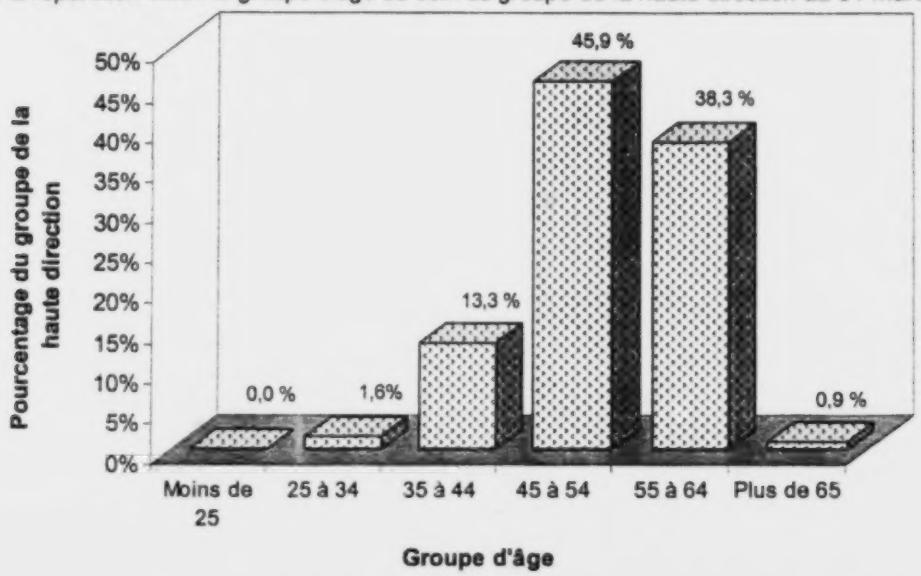
The percentage of civil service employees by salary distribution groups as of March 31, 2007



Note. These totals include only regular, term and technical employees. They do not include employees on inactive status.

Répartition selon le groupe d'âge au sein du groupe de la haute direction

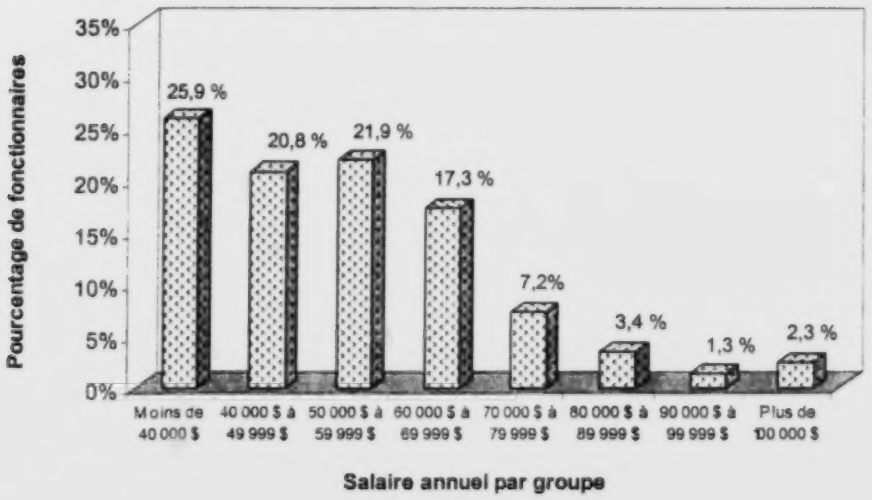
Voici la répartition selon le groupe d'âge au sein du groupe de la haute direction au 31 mars 2007.



Remarque : Ces totaux tiennent compte uniquement des fonctionnaires permanents, nommés pour une période déterminée et techniques. Ils n'incluent pas les employés inactifs. Le groupe de la haute direction comprend les sous-ministres, les fonctionnaires exécutifs, les cadres supérieurs ainsi que les gestionnaires principaux.

Répartition des fonctionnaires selon la catégorie de salaire annuel

Voici la répartition des fonctionnaires selon la catégorie de salaire annuel au 31 mars 2007.



Remarque : Ces totaux tiennent compte uniquement des fonctionnaires permanents, nommés pour une période déterminée et techniques. Ils n'incluent pas les employés inactifs.

CIVIL SERVICE COMMISSION BOARD

The Civil Service Commission Board is constituted under subsection 4(1) of *The Civil Service Act* and consists of not less than three nor more than seven members appointed by the Lieutenant Governor in Council. One member is designated chairperson. Three members may constitute a quorum for any business of the Commission Board.

The Civil Service Commission Board

Shirley Delaquis, Chairperson/Citizen Member
Debra Woodgate, Civil Service Commissioner
Ertrice Eddy, Citizen Member
Russell Malkoske, Citizen Member
Loretta Ross, Citizen Member
Brian Stewart, Citizen Member

James W. Hartry, Chairperson/Citizen Member, resigned from the Commission Board in October 2006. Mr. Hartry was first appointed as member in March 1981 and as Chairperson in August 1988.

The Civil Service Commission Board extends their appreciation for the dedicated service of Mr. Hartry over the last 25 years with the Commission Board.

The Civil Service Commission Board welcomed Ms. Shirley Delaquis as the new Chairperson/Citizen Member effective November 15, 2006.

A Secretary, who is not a member of the Civil Service Commission Board, provides functional guidance and staff support for all the Commission Board activities. The Secretary manages the Commission's quasi-judicial appeal functions, including procedural and legal consultation, registration and administration of all appeal matters and decisions on appeal.

Administration of *The Civil Service Act*

The Civil Service Commission Board applies and carries out those provisions of *The Civil Service Act* for which it is responsible. They include:

- delegating to staff of the Commission and departments, authority to administer provisions of *The Civil Service Act;*
- advising the Minister Responsible on the status of human resource management administration in government;
- ensuring, through the deputy head, that civil service policies and programs for which it is responsible are administered in accordance with the provisions of *The Civil Service Act*; and
- hearing appeals under *The Act*, Regulations and collective agreements as a quasi-judicial appeal tribunal.

The Civil Service Commission Board carries out its functions and responsibilities through the staff organization outlined in this Annual Report. In addition, the Commission Board receives regular presentations from Commission staff on new and ongoing programs and policy initiatives.

The Civil Service Commission Board may make recommendations to the Minister Responsible on human resource management administration in government and for each fiscal year submits to the Minister a report on the activities of the Civil Service Commission and the administration of *The Act*.

Merit and Redress Under *The Civil Service Act*

The Civil Service Act provides authority for selection and appointment of employees based on the merit principle. The exercise of authority under *The Act* is subject to checks and balances including assessments, audits, independent investigations, grievance and arbitration procedures and appeals to the Civil Service Commission Board. The exercise of delegated staffing authority by departments is subject to periodic review. Appointments are subject to both administrative reviews by Commission staff and to appeal under the Regulations or applicable collective agreements.

Other matters may be appealed to the Civil Service Commission Board under the Regulations and collective agreements or pursued through grievance/arbitration procedures under either the Regulations or applicable collective agreements.

The Civil Service Commission Board has all the powers of commissioners appointed pursuant to Part V of *The Manitoba Evidence Act* including the power to administer oaths and declarations, to subpoena witnesses and to compel the production of books, papers and records.

The appeal function includes:

- classification appeals from both excluded employees and bargaining unit employees,
- selection appeals from both excluded employees and bargaining unit employees,
- disciplinary appeals from excluded employees,
- appeals on alleged violations of *The Civil Service Act*,
- conflict of interest appeals from government employees,
- appeals on management-originated requests for reclassification of positions,
- appeals on delegated administrative review decisions to overturn staffing competitions,
- appeals from employees impacted by workforce adjustment who were re-employed to other positions on a trial basis but were rejected on trial.

CIVIL SERVICE COMMISSION BOARD ACTIVITIES 2006-2007

During 2006-2007, the Civil Service Commission Board met on a regular basis to review matters of concern to the Commission Board arising during the year and to consider presentations from staff on programs administered by the department.

Administrative Meetings	2004-2005	2005-2006	2006-2007
Submissions:	14	17	14
Staffing Audit Plans	3	3	2
Staffing and Employment Equity Assessments	4	5	3
Revisions to Staffing Delegation	8	9	8
Personnel Policy Approval	-	3	1
Other	-	-	-

The Civil Service Commission Board maintains an overview of Commission and departmental human resource activities through regular reports and monitoring related to the delegation of recruitment and selection authority, implementation of diversity and employment equity, human resource practices and policies. The Commission Board attended the 2006 Annual Diversity and Employment Equity Update Conference and a conference held by the Manitoba Council for Administrative Tribunals.

Staff presentations to the Civil Service Commission Board included the following:

- an update on the Civil Service Renewal Strategy;
- an overview of the most recent Government Employee Survey;
- an overview on the proposed Bill 34 – *The Public Interest Disclosure (Whistleblower Protection) Act*; and
- an update on Diversity and Employment Equity programming including the equity internship programs.

Appeals	2004-2005	2005-2006	2006-2007
Number of appeals initiated	11	15	12
* Number of appeals pending from previous year	16	10	15
Number of appeals withdrawn	10	5	7
Number of appeals heard	7	5	7
Number of appeals granted	3	1	1
Number of appeals granted other than requested	-	-	-
Number of appeals denied	4	4	6
* Appeals pending to next fiscal year	10	15	13

* "Appeals pending" relate to a number of appeals in process such as those appeals that are currently under review or in discussion between the parties, scheduled for an upcoming hearing or awaiting a decision from an Appeal Board.

The Civil Service Commission Board continues to review all appeal decisions, once issued to ensure consistency and common understanding of the issues determined. The Commission Board maintains an index and summary of decisions for reference by individual appeal boards and parties to an appeal. Appeal issues determined during 2006-2007 included classification, selection and disciplinary action. A number of appeals submitted were resolved without requiring a hearing following discussions between the parties and their representatives. The Commission Board continues to encourage the practice of pre-hearing discussions between the parties in hopes of early resolution of matters in dispute. In January 2006, the Commission Board introduced a new procedure requiring the parties to an appeal to submit the Agreed Book of Documents to the Commission Board five days prior to the start of an appeal hearing.

The activities of the Civil Service Commission including related statistics are outlined in the appropriate sections of this Annual Report.

Current Delegation of Recruitment and Selection Authority to Departments

Department/Other Public Entity	Initial Delegation	Extension of Delegation
Aboriginal and Northern Affairs	April 1, 1980	ongoing
Advanced Education and Literacy	May 1, 1980	ongoing
Agriculture, Food and Rural Initiatives	March 1, 1980	ongoing
Conservation	April 1, 1986	ongoing
Culture, Heritage and Tourism	January 1, 1989	ongoing
Education, Citizenship and Youth	May 1, 1980	ongoing
Science, Technology, Energy and Mines	September 26, 2003	ongoing
Family Services and Housing	August 1, 1989	ongoing
Finance	November 1, 1982	ongoing
Health	May 1, 1980	ongoing
Competitiveness and Training	August 1, 1989	ongoing
Intergovernmental Affairs	March 1, 1980	ongoing
Justice	May 1, 1983	ongoing
Labour and Immigration	April 1, 1980	ongoing
Infrastructure and Transportation	October 1, 1981	ongoing
Office of the Auditor General	June 19, 1997	ongoing
Office of the Children's Advocate	March 14, 2002	ongoing (1)
Office of the Ombudsman	March 14, 2002	ongoing (1)
Elections Manitoba	March 14, 2002	ongoing (1)
Water Stewardship	May 12, 2005	ongoing
Federal-Provincial Relations and International Affairs and Trade	June 16, 2006	June 30, 2007

(1) Delegation for civil service positions within the organization

APPEALS BY TYPE

Appeals	Initiated 2006-2007	Pending from 2003-2004 & 2005-2006	Withdrawn	Granted	Granted Other	Denied	Pending to 2007-2008
Classification	10	9	4	1	-	3	11
Selection	1	5	3			2	1
Classification Dispute	1						1
Conflict of Interest							
Benefits Administration							
Over-Range Dismissal							
Administrative Review							
Jurisdiction							
Violation Civil Service Act							
Trial Rejection							
Disciplinary Action		1				1	
Implementation of CSC Decision							
Total	**12**	**15**	**7**	**1**	**-**	**6**	**13**

EXECUTIVE OFFICE

The Executive Office provides for the management and direction of the Department of the Civil Service Commission and manages the activities of the Civil Service Commission Board.

Objectives

To provide executive policy direction for, and coordination of, Civil Service Commission programs and to advise the government, through the Minister Responsible, on human resource management issues in government; to provide advisory, consulting and administrative services to the Civil Service Commission Board.

To initiate the development and formulation of government human resource policy and programs.

To monitor and support the implementation of the Government's diversity and employment equity program.

To maintain comprehensive Regulations, in cooperation with the Labour Relations Division of Treasury Board Secretariat, regarding conditions of employment and prepare an Annual Report to the Legislature.

Results

Through the program areas of the Civil Service Commission, provision of a comprehensive human resource management function consistent with *The Civil Service Act* and government policy and supportive of departmental and organization goals.

Provision of advice and direct assistance to central government and departments in the recruitment, selection and appointment of senior executive staff, including leadership development.

Ongoing monitoring, evaluation and support of the implementation of diversity and employment equity across the government service and formulation of issues and recommendations for review with the Minister Responsible.

Management and direction of the executive functions of the department and development of strategic initiatives and program development.

Management and administration of all activities of the Civil Service Commission Board including policy and administrative submissions, delegated authorities and appeals.

Provision of policy, jurisdictional and legal consultation and advice to Commission Executive Committee and Management.

Management and promotion of renewal initiatives.

1(a) EXECUTIVE OFFICE

Expenditures by Sub-Appropriation	Actual 2006-2007 $(000's)	FTEs	Estimate 2006-2007 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	237.7	2.00	208.7	29.0	
Other Expenditures	88.5		59.2	29.3	1
Total Sub-Appropriation	**326.2**	**2.00**	**267.9**	**58.3**	

Explanation:

1. *The increase is due in part to the allocation of a government fleet vehicle as well as other increases in operating costs within Executive Office.*

ADMINISTRATIVE SERVICES

Overview

Administrative Services designs, maintains and coordinates information systems that provide for informed and timely human resource decision-making in the civil service and allow for the evaluation of human resource practices.

Objectives

To determine the human resource information needs of the Commission and of corporate government and recommend and or implement the most effective means of meeting those needs.

To provide leadership to the human resource community specifically and government managers generally in protecting data integrity, coordinating human resource information projects that cross departmental lines and identifying emerging information retrieval opportunities.

To ensure optimum advantage is taken of any corporate human resource information technology, to the greatest benefit of government and of individual departments.

To design, produce and interpret human resource reports that are timely, accurate and appropriate to users' needs and to corporate requirements.

To secure human resource information through the provision of policies and practices which protect confidentiality while enabling needed access.

To develop and communicate policies and procedures respecting personnel records management, and to coordinate and provide responses to any requests for those records.

To provide the financial information and advice that support the Commission in the required preparation of estimates and related documents, the accurate maintenance of financial information, the proper payment of approved invoices, the timely reporting of budgetary data, and the effective protection of financial assets.

To advance the financial interests of the Commission on inter-departmental committees including the Council of Executive Financial Officers and the Senior Financial Managers Council.

To provide the office management and administrative services that support the work of the Commission, including those services that produce job opportunity notices, receive applications for administrative support work, and advise the public about how to apply for government jobs.

Results

Developed the Business Continuity Plan for both the Commission and the Human Resources Sectors, and played a lead role on the government-wide business continuity planning team.

Provided leadership on behalf of the Commission to corporate human resource-related SAP projects including those resulting in the upgrade of current systems, the security of data, the certification in SAP Integration, and the prioritization and requirements gathering for planned SAP HR enhancements.

Provided expertise to the corporate Information and Communications Technologies (ICT) Restructuring Initiative by implementing an ICT Skills Inventory using SAP, participating on the HR and Communications team, and transitioning the Commission to operate under the new ICTS service delivery model.

Collaborated with the departments of Science, Technology, Energy and Mines, Culture, Heritage and Tourism; and Finance to synchronize employees data in SAP, the Manitoba Phone Directory and the Outlook Address Book and to incorporate an on-line Aboriginal Directory into the Manitoba Phone Book.

1(b) ADMINISTRATIVE SERVICES

Expenditures by Sub-Appropriation	Actual 2006-2007 $(000's)	FTEs	Estimate 2006-2007 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	404.9	5.00	475.2	(70.3)	
Other Expenditures	248.0		225.6	22.4	
Total Sub-Appropriation	**652.9**	**5.00**	**700.8**	**(47.9)**	

HUMAN RESOURCE MANAGEMENT SERVICES

Overview

Human Resource Management Services provides government-wide human resource policies and programs that support good citizen service and that enable the Government to a) staff effectively, b) build representative and satisfying workplaces, c) develop employee and organization capacity to its full potential, d) introduce new and innovative human resource practices, e) ensure a responsive, consistent and high standard of human resource services, f) plan the development of the human resource function and g) meet the succession and continuous renewal challenges of the Civil Service.

Objectives

To initiate and/or ensure implementation of any government-wide human resource action that:

- strengthens the human resource policy and governance framework
- improves staffing efficiency, consistency and effectiveness
- increases employee or organization effectiveness
- improves the quality of human resource management information
- increases the leadership capacity in the Civil Service
- increases diversity in the Civil Service
- improves the workplace environment and culture
- introduces a needed human resource innovation
- clarifies and strengthens the human resource responsibility of those in management and human resource management

To set standards for the practice of human resource management and monitor performance against those standards, initiating or recommending development or corrective action.

To ensure the development of, and knowledge sharing among, the human resource community, encouraging continuous review and improvement of human resource service delivery.

To ensure the implementation of the Manitoba Civil Service Renewal Strategy, leading and coordinating the efforts of the Department Renewal Authorities and the Human Resource Directors, identifying human resource issues and recommending appropriate action, reporting on progress and developing the corporate human resource action plan.

To ensure the implementation of the Equity Policy and Diversity Strategy, identifying and promoting any practices that make the workplace more welcoming of differences and change, and ensuring compliance with Government's Equity Policy .

To ensure the design and implementation of government-wide leadership development (inclusive of, but not limited to, such recent initiatives as the Leadership Development Initiative, the Learning Policy, the Women's Leadership Program, and Leadership @ All Levels) that increases leadership capacity.

To ensure the implementation of succession programs and networks, such as the intern programs and the New Professionals Network, that attract, retain and engage future and representative generations of civil servants.

To ensure the implementation of government-wide human resource policies and related procedures that reflect civil service values, that effectively resolve the real issues or reinforce the desired changes, that are supportive of current corporate priorities, that are suitable given organization opportunities and constraints, and that are congruent with what is currently known of good people practices.

To ensure the implementation of staffing practices that increase the probability that government has well qualified persons whose appointments are based on principles of fairness, equity and merit, and to ensure compliance with any delegated staffing authority from the Commission.

To ensure the identification of any human resource issue that is a barrier to, or an opportunity for, making the Government of Manitoba a more rewarding and attractive workplace, as well as ensuring the subsequent development, recommendation and implementation of any response to that issue.

To organize the appropriate response to human resource issues that are best addressed by the coordinated efforts of any areas in or outside the Commission.

To lead the planning for any innovations which improve human resource practice in general or advance the goals of the Civil Service Renewal Strategy in particular.

Results

Provided the planning and coordination that supported the continuing and improved implementation of the Civil Service Renewal Strategy, resulting in:

- increased participation in the Leadership Development Initiative
- expansion of the New Professionals Network
- successful completion of the Women's Leadership Program pilot
- successful completion of the Leadership @ All Levels program pilot
- review and revision of management internship and diversity placement programs, and the administration of further offerings
- preparation and introduction of the corporate Respectful Workplace Policy and the Values and Ethics Guide
- expanded application of the Learning Policy and development of learning plans that benefit both personal and organization development
- development of the Corporate Human Resource Action Plan that will be implemented in 2007 – 2008 and will ensure greater efficiency in staffing, classification and development practices

Provided the planning and coordination that supported the continuing and improved implementation of the Equity Policy and Diversity Strategy, resulting in:

- the largest and most successful Annual Diversity and Employment Equity Update Conference
- expansion of outreach activities that involved stakeholder organizations and educational institutions to promote the provincial government as an employer of choice, as well as provide information directly to prospective candidates
- successful further development and increased offerings of the Career Assistance Program for Members of Visible Minorities and Immigrants, the Persons with Disabilities Career Assistance Program, the Aboriginal Public Administration Program, the Aboriginal Management Development Program, the Management Internship Program and the Millennium Scholarship Foundation Excellence Award Laureates Summer Internship Program

Completed staffing audit plans, staffing and equity assessment reports to ensure compliance with delegated staffing authority and provided training and advice that promoted effective and appropriate recruitment and selection practices.

Conducted file and administrative reviews of all selection grievances filed under revised collective agreement provisions.

Provided support to the human resource community in the interpretation and application of human resource policies.

1(c) HUMAN RESOURCE MANAGEMENT SERVICES

Expenditures by Sub-Appropriation	Actual 2006-2007 $(000's)	FTEs	Estimate 2006-2007 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	1,093.8	14.50	969.3	124.5	
Other Expenditures	781.8		491.3	290.5	1
Total Sub-Appropriation	**1,875.6**	**14.50**	**1,460.6**	**415.0**	

Explanation:

1. *The increase is related to costs associated with the Leadership Development Initiative (LDI). Funding of $300.0 was allocated in the 2006/07 Estimates of Internal Reform, Workforce Adjustment and General Salary Increases (26-5). However, the LDI expenditures were funded through under-expenditures in other Civil Service Commission program areas.*

EMPLOYEE ASSISTANCE PROGRAM (EAP)

Overview

The Employee Assistance Program (EAP) is responsible for ensuring that self-referred civil servants receive help with a variety of personal and interpersonal problems impacting negatively on their home or work life. The program accomplishes this by providing counselling and interventions that address problems that interfere with effective work performance and the well-being of employees, (e.g. marital and family difficulties, psychological concerns such as stress, depression, and grief, as well as workplace conflicts, trauma and substance abuse).

Objectives

To assist employees in the stabilization of problems of a personal or interpersonal nature thereby deterring high costs associated with absenteeism, illness and poor morale.

Results

The EAP experienced a total of 3,697 employee contacts inclusive of all direct clinical services as well as other program services of a non-clinical nature. Clinical services were provided to a total of 2,311 employees based on 1,842 total active cases and 1,419 new case openings. These total figures include the 1,649 government employees who utilized the clinical services of the EAP reflected in the 966 new case openings and 1,260 total active cases from within the Provincial Civil Service. The remainder represents 662 employees utilizing EAP services from external contracts which are reflected in 453 new case openings and 582 total cases.

OVERALL SUMMARY OF EAP SERVICE *
2003-2004 TO 2006-2007

		2004-2005	2005-2006	2006-2007
1)	**COUNSELLING CASES**			
	Open cases at Start of Year	439	441	410
	Total Openings	1,460	1,405	1,357
	Total Cases	**1,899**	**1,846**	**1,767**
2)	**SPECIALIZED CLINICAL SERVICES EMPLOYEE CONTACTS**			
	Conflict Resolution-Mediation	54	51	41
	Workplace Intervention	165	116	201
	Trauma	175	196	299
	Sexual Harassment	8	4	3
	Total Contacts	**402**	**367**	**544**
3)	**PROGRAM MANAGEMENT SERVICES**			
	Education and Outreach (number of employees attending)	1202	538	1,059
	EAP Information Session	857	221	789
	Special Topics (e.g. Sexual Harassment, Bullying, Change Transition)	345	317	270
	Consultation	**320**	**385**	**327**
	Total Contacts	**1,522**	**923**	**1,386**
	Total EAP Contacts (1+2+3)	**3,823**	**3136**	**3,697**

***Figures based on utilization of services by employees of the Province of Manitoba as well as fee for service contracts**

1(d) EMPLOYEE ASSISTANCE PROGRAM

Expenditures by Sub-Appropriation	Actual 2006-2007 $(000's)	FTEs	Estimate 2006-2007 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	587.7	8.50	604.2	(16.5)	
Other Expenditures	133.7		141.9	(8.2)	
Less: Recoverable from other Appropriations	(119.1)		(114.6)	(4.5)	
Total Sub-Appropriation	**602.3**	**8.50**	**631.5**	**(29.2)**	

INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Overview

Internship, Equity and Employee Development focuses on:

- establishing and promoting corporate internship programs to recruit and develop a representative and sustainable cadre of future managers for the government service;
- developing and managing corporate career development programs in support of government diversity and equity goals; and
- providing specialized development and support programs to recruit and develop a representative government service.

Human Resource Management Services area of the Civil Service Commission is responsible to oversee the development, management and administration of these programs.

Objectives

To provide corporate programs in support of government internship, equity and employee development.

Results

Career Assistance Program for Members of Visible Minorities and Immigrants

This initiative focuses on increasing access to employment opportunities and providing training and development to members of visible minorities and immigrants. Program activities included the implementation of the Career Gateway Program for Members of Visible Minorities which began in 2004-2005. Twelve (12) individuals received placements through this program in 2006 – 2007, with sponsoring departments including Labour and Immigration, Infrastructure and Transportation, Agriculture, Food and Rural Initiatives, Water Stewardship, Conservation, Culture, Heritage and Tourism, Intergovernmental Affairs and Science, Technology, Energy and Mines. To date, 22 individuals have participated in this program, 9 individuals have completed the program and 8 were placed in civil service positions. The Civil Service Commission also partnered with the Department of Education, Citizenship and Youth's Volunteers in Public Service Program to facilitate volunteer placements for immigrant professionals in government with 25 individuals receiving placements to date. Increased outreach activities with community organizations and employment agencies serving the visible minority and immigrant communities also took place during the past fiscal year to increase access to employment related information.

Persons with Disabilities Career Assistance Program

The Persons with Disabilities Career Assistance Program designed to support the employment of persons with disabilities began in 2001-2002. The program allows specific assessment, accommodation and placement of persons with disabilities into government positions with the goal of determining and addressing workplace accommodation needs and employment opportunities. To date, 28 people have participated in the program with 11 individuals being placed in civil service positions. Six individuals are participating in the program this fiscal year. The program coordinator regularly meets with individuals to assess skills and discuss the availability of suitable positions, and engages in outreach activities with employment agencies and government departments to increase awareness of the program. Applicants are invited to attend employment information sessions. Government managers participating in the program are also provided an opportunity to attend the workshop offered by Organization and Staff Development on Duty to Accommodate: Hiring and Managing Workers with Disabilities.

Aboriginal Public Administration Program (APAP)

The Aboriginal Public Administration Program co-sponsored by the Civil Service Commission and the Department of Aboriginal and Northern Affairs is a two-year internship program to provide training and development opportunities to Aboriginal interns in order that they may successfully compete for professional and managerial career opportunities within the civil service. Sixteen interns have successfully completed the program and fifteen have been placed in civil service positions. Five interns were selected in June of 2005 and are presently in work placements with government departments. A new intake of interns will begin in May 2007.

Management Internship Program (MIP)

The Management Internship Program coordinated by the Civil Service Commission completed an eleventh intake in May 2006 with an intake of 7 interns. The program is designed for recent graduates from an accredited university or college with a graduate degree, undergraduate degree or a two-year diploma, with a public sector focus, who undergo an extensive three-year training program to gain the knowledge and experience required to successfully compete for professional and managerial career opportunities within the civil service. To date 36 interns have completed the program and have been placed in civil service positions throughout government. A twelfth intake of interns will begin in May 2007.

Millennium Scholarship Foundation Excellence Award Laureates Summer Internship Program

The Clerk of the Executive Council and the Civil Service Commissioner supported a program to provide summer internships for exceptional students who are awarded Excellence Awards through the Millennium Scholarship Foundation. The purpose of the program is to provide outstanding students with an opportunity for summer employment with the Government of Manitoba to encourage them to consider a career in the civil service. Since 2002, 30 students have participated in the summer program with 11 students participating the summer of 2006.

Aboriginal Management Development Program (AMDP)

The Aboriginal Management Development Program is a two-year program to train and develop Aboriginal civil service employees in order that they may successfully compete for professional and managerial career opportunities within the civil service. The AMDP is a partnership between the Civil Service Commission and the participating departments. Thirty-three interns have successfully completed the program. In September 2005, the fifth intake recruited five new interns. Classroom training is near completion. Departmental sponsors for the fifth intake included: Conservation, Family Services and Housing, Health, Justice and Water Stewardship. A new intake of interns will begin in June 2007.

Financial Management Development Program (FMDP)

The Financial Management Development Program sponsored by the Civil Service Commission and the Department of Finance is a three-year internship program to provide training and development opportunities to interns interested in financial management in order that they may successfully compete for financial management career opportunities within the civil service. Six interns completed the program and have been placed in civil service positions. Seven interns accepted civil service positions prior to completing the program. Four interns are in the third year of the program. There was no intake in 2006 as the program was under review. A seventh intake of interns is scheduled for June 2007.

1(e) INTERNSHIP, EQUITY AND EMPLOYEE DEVELOPMENT

Expenditures by Sub-Appropriation	Actual 2006-2007 $(000's)	FTEs	Estimate 2006-2007 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Other Expenditures	1,257.9	53.00	1,889.2	(631.3)	1
Total Sub-Appropriation	**1,257.9**	**53.00**	**1,889.2**	**(631.3)**	

Explanation:

1. *The decrease in costs is primarily due to a higher than anticipated vacancy rate in the various internship programs resulting from a combination of earlier than anticipated permanent placements, resignations, unpaid leaves of absence and work frequency.*

SERVICE MANITOBA

Service Manitoba provides leadership and direct consulting services in the area of service improvement to departments and agencies across the government of Manitoba.

Objectives

To provide departments and agencies of the government of Manitoba with strategic advice and support regarding the design, implementation and utilization of best practices in the area of public sector service delivery.

To serve as central resource and centre of expertise in the area of citizen-centered service delivery and client service measurement.

To provide departments and agencies of the government with direct consulting services with respect to service improvement.

To provide training to departmental staff in the area of service delivery.

To serve as link to Federal, Provincial, Territorial and Municipal committees and forums where information and knowledge are exchanged.

To provide administrative and logistical support to the operations of the Service Quality Partners Network of front line staff.

To foster innovation and service improvement experimentation by departments through the operation of the Service Manitoba fund.

Results

During 2006-2007, Service Manitoba provided support to the Government's Coordinated Services Initiative. Working closely with the Coordinated Services Unit under the auspices of the Coordinated Services Committee, Service Manitoba assumed key responsibilities for the design and implementation of the In-Person, Telephony and Service Standards components of the Coordinated Services Initiative. In addition Service Manitoba staff continued to be responsible for training and up-dating front line staff with respect to the "At Your Service Manitoba" initiative.

Service Manitoba staff provided direct assistance and advice to various departments and agencies in their efforts to solicit feedback from program clients and/or employees as to their service expectations, experience, satisfaction and priorities for improvements. This included designing and delivering over 30 surveys, interviews, and/or focus groups.

Service Manitoba provided direct assistance and support to the Department of Conservation in respect to the implementation and evaluation of the new Parks Reservation System.

Assumed direct responsibility for the implementation and management of the Biz PaL service on behalf of all of Government.

Designed and delivered training on basic phone service skills to over 100 front line staff and supervisors via in-person and on-line training. Other training included the design and delivery of customized training for departmental staff in the area of survey design and focus groups.

In collaboration with the Public Sector Service Delivery Council, Service Manitoba assisted in the creation of the Institute for Citizen Centered Service, a not for profit organization dedicated to researching, evaluating and disseminating best practices in the realm of public sector service delivery.

Provided administrative and logistical support to the Service Quality Partners and its programming. This included over 20 brown bag lunch and educational events held across the province and the 8th annual Manitoba Service Excellence Awards attended by over 600 government staff.

1(g) SERVICE MANITOBA

Expenditures by Sub-Appropriation	Actual 2006-2007 $(000's)	Estimate 2006-2007 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Salaries and Employee Benefits	305.2	222.0	83.2	
Other Expenditures	162.5	118.0	44.5	
Total Sub-Appropriation	**467.7**	**340.0**	**127.7**	**1**

Explanation:

1. *For the 2006-2007 fiscal year, funding of $460.0 was provided in Internal Reform, Workforce Adjustment and General Salary Increases (26-5) for Service Manitoba operations. A total of $340.0 was allocated from Internal Reform while remaining costs of $127.7 were funded through under-expenditures in other Civil Service Commission program areas.*

COSTS RELATED TO CAPITAL ASSETS

This appropriation provides for the amortization of capital assets.

17-2 COSTS RELATED TO CAPITAL ASSETS

Expenditures by Sub-Appropriation	Actual 2006-2007 $(000's)	Estimate 2006-2007 $(000's)	Variance Over(Under) $(000's)	Expl. No.
Costs related to Capital Assets	58.9	58.9	-	
Total Sub-Appropriation	**58.9**	**58.9**	-	

FINANCIAL INFORMATION SECTION

PART A – OPERATING EXPENDITURE

Civil Service Commission

RECONCILIATION STATEMENT

$(000s)

DETAILS	2006-2007 ESTIMATES
2006-2007 MAIN ESTIMATES	$5,008.9
MAIN ESTIMATES AUTHORITY TRANSFERRED FROM - ENABLING APPROPRIATIONS:	
• Internal Reform, Workforce Adjustment and General Salary Increases	340.0
2006-2007 ESTIMATES	$5,348.9

Manitoba Civil Service Commission
EXPENDITURE SUMMARY $(000's)
for the fiscal year ending March 31, 2007
with comparative figures for the previous fiscal year

Estimate 2006-2007	Appropriation	Actual 2006-2007	Actual 2005-2006	Increase (Decrease)	Expl. No.
	17-1 Civil Service Commission				
	(a) Executive Office				
$ 208.7	Salaries	$ 237.7	$ 348.7	$ (111.0)	1
59.2	Other Expenditures	88.5	56.3	32.2	2
	(b) Administrative Services				
475.2	Salaries	404.9	506.4	(101.5)	3
225.6	Other Expenditures	248.0	173.1	74.9	
	(c) Human Resource Management Services				
969.3	Salaries	1,093.8	984.5	109.3	
491.3	Other Expenditures	781.8	746.0	35.8	
	(d) Employee Assistance Program				
604.2	Salaries	587.7	557.3	30.4	
141.9	Other Expenditures	133.7	133.7	-	
(114.6)	Less: Recoverable from other appropriations	(119.1)	(115.8)	(3.3)	
1,889.2	(e) Internship, Equity and Employee Development	1,257.9	1,123.5	134.4	
	(g) Service Manitoba				
222.0	Salaries	305.2	297.0	8.2	
118.0	Other Expenditures	162.5	160.3	2.2	
$ 5,290.0	**TOTAL 17-1**	**$ 5,182.6**	**$ 4,971.0**	**$ 211.6**	
$ 58.9	17-2 Costs Related to Capital Assets	$ 58.9	$ 59.6	$ (0.7)	
$ 58.9	**TOTAL 17-2**	**$ 58.9**	**$ 59.6**	**$ (0.7)**	
$ 5,348.9	**TOTAL 17**	**$ 5,241.5**	**$ 5,030.6**	**$ 210.9**	

Explanations:

1. Salary costs were higher in 2005-06 due to the payout related to the retirement of the former Civil Service Commissioner.
2. Increase in operating expenditures within Executive Office is partially due to the allocation of a fleet vehicle as well as other increases in operating costs.
3. Decrease due to the vacant Director position.

Manitoba Civil Service Commission
REVENUE SUMMARY BY SOURCE $(000's)
for the fiscal year ending March 31, 2007 with comparative figures for the previous fiscal year

Actual 2005-2006	Actual 2006-2007	Increase (Decrease)	Source	Actual 2006-2007	Estimate 2006-2007	Variance	Expl. No.
			CURRENT OPERATING PROGRAMS				
			OTHER REVENUE				
$161.9	$164.7	$2.8	(a) Sundry *	$164.7	$161.3	$3.4	
$161.9	**$164.7**	**$2.8**		**$164.7**	**$161.3**	**$3.4**	

- Sundry items include revenue from Employee Assistance Program services

Manitoba Civil Service Commission
FIVE YEAR EXPENDITURE AND STAFFING SUMMARY BY MAIN APPROPRIATION
for the years ending March 31, 2003 - March 31, 2007

	ACTUAL/ADJUSTED EXPENDITURES									
	2002-2003		2003-2004		2004-2005		2005-2006		2006-2007	
Main Appropriation	**FTEs**	**$(000's)**	**FTEs**	**$(000's)**	**FTEs**	**$(000's)**	**FTEs**	**$(000's)**	**FTEs**	**$(000's)**
17-1 Civil Service Commission	71.50	4,108.6	87.50[1]	4,230.0	85.00	4,820.8[3]	85.00	4,971.0	83.00	5,182.6
17-2 Other Costs Related to Capital Assets	-	92.2	-	64.8[2]	-	66.3	-	59.6	-	58.9
TOTAL DEPARTMENTAL APPROPRIATIONS	**71.50**	**$4,200.8**	**87.50**	**$4,294.8**	**85.00**	**$4,887.1**	**85.00**	**$5,030.6**	**83.00**	**$5,241.5**

Explanations:

1. *Increase reflects 16.00 incremental FTEs for new Aboriginal and Visible Minority and succession planning programs approved in the 2003-2004 estimates. No funding was provided to the Civil Service Commission as all resource requirements were provided by participating departments.*
2. *Reorganized total includes the transfer of $6.0 to Science, Technology, Energy and Mines for Amortization Expense – Hardware and Transition.*
3. *The increase in 2004-2005 is a result of various items. In 2004-2005, salary costs were higher due to the HR Professional Officer Series reclassification and also due to decreased vacancies in the Internship Programs. The Leadership Development Initiative (LDI) saw increased activity within the Initiative which resulted in higher costs over the previous year. Finally, costs for the SAP Qualifications and Requirements module were expensed as expenditures did not meet the capitalization criteria.*

CIVIL SERVICE COMMISSION – PERFORMANCE MEASURES

The following section provides information on key performance measures for the department for the 2006-2007 reporting year. This is the second year in which all Government of Manitoba departments have included a Performance Measurement section, in a standardized format, in their Annual Reports. That process was begun in 2005 with the release of the document, Reporting to Manitobans on Performance, 2005 Discussion Document, which can be found at www.gov.mb.ca/finance/performance.

Performance indicators in departmental Annual Reports are intended to complement financial results and provide Manitobans with meaningful and useful information about government activities, and their impact on the province and its citizens.

Your comments on performance measures are valuable to us. You can send comments or questions to mbperformance@gov.mb.ca.

Measures of Performance or Progress

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2006-2007 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
The increase in the leadership capacity within the civil service, by measuring participation in three major development initiatives - Manitoba Strategy Leadership Program, Women's Leadership Program and Leadership @ All Levels.	Leadership is the most important variable if resources are fixed and service demand is increasing. Leadership is a major component of the Renewal Strategy, for the implementation of which the Commission is accountable. Level of participation in the three major development initiatives is demand-driven and indicative of the level of interest and need for increasing leadership capacity within the civil service.	Data as of March 31, 2006: Manitoba Strategy Leadership Program – 188 participants Women's Leadership Program – 30 participants Leadership @ All Levels – 55	Data as of March 31, 2007: Manitoba Strategy Leadership Program – 215 participants Women's Leadership Program – 30 participants Leadership @ All Levels – 110 participants (and their supervisors)	Continuing increases for all indicators as the Manitoba Strategy Leadership Program will be offered again and the Women's Leadership Program and Leadership @ All Levels move from pilots to on-going offerings.	For further information on this priority area and on activities under way, see Renewal Initiatives in the Highlights Section of the Annual Report.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2006-2007 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
The increase in workplace engagement, to sustain good people practices that retain and attract employees, by measuring the percentage of employees who indicate commitment to the department they work for, in the Employee Survey.	The Renewal Strategy has evolved from a means to address pending turnover to a comprehensive and ongoing plan that is revitalizing the Civil Service. The purpose of the Renewal Strategy is to keep and attract the talent government needs to meet the public service expectations of Manitobans. One of the ways to fulfill the objectives of the Renewal Strategy is to create a work environment that will help us to retain and attract employees.	Baseline Data. From the 2004 Employee Survey – most recent data: 86.7 % of employees	Baseline Information. 2007 Employee Survey will be administered in the fall and new data available for 2007-2008 annual report.	Baseline Information. No trend established as this is a new indicator. Over time we will be able to provide trend data for this indicator.	For further information on this priority area and on activities under way, see the Renewal Initiatives in the Highlights Section of the Annual Report. The Employee Survey is generally conducted every 3 years.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2006-2007 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Our progress towards achieving the equity and diversity goals of Government, by measuring the number of designated employment equity members as a percentage of total employees, at the end of the fiscal year.	The Commission is accountable for the implementation of the Government's Equity Policy and Diversity Strategy. The Policy is accompanied by employment equity benchmarks for four designated employment equity groups (Women, Aboriginal Persons, Persons with Disabilities and Members of Visible Minorities). The Government benchmarks reflect the population and workforce of Manitoba based on 2001 census data and community consultations.	Data as of March 31, 2006: Women – 53% (BM* - 50%) Aboriginal Persons – 11% (BM - 14%) Persons with Disabilities – 2.8% (BM – 7%) Visible Minorities – 4.2% (BM - 8%) (*BM – figures in brackets are the established Government Benchmarks)	Data as of March 31, 2007; Women – 53.6% (BM* - 50%) Aboriginal Persons – 11.2% (BM - 14%) Persons with Disabilities – 2.8% (BM - 7%) Visible Minorities – 4.5% (BM – 8%) (*BM – figures in brackets are the established Government Benchmarks)	Trend data from 2003 to 2007 indicates that overall the representation of the designated employment equity groups in the civil service is improving. Please refer to the Highlights Section of the Annual Report for the trend data statistics.	The Percentages include both active and inactive, regular, term, technical and departmental employees working in government as of March 31, 2007. The statistics for Aboriginal Persons, Persons with Disabilities and Members of Visible Minorities are based on employee self-declaration. For further information on diversity and equity activities under way, see the Highlights Section of the Annual Report.

What is being measured and using what indicator?	Why is it important to measure this?	Where are we starting from (baseline measurement)?	What is the 2006-2007 result or most recent available data?	What is the trend over time?	Comments/Recent Actions/ Report Links
Our progress towards achieving the equity and diversity goals of Government, by measuring the percentage of employees indicating their departments recognize the value of diversity in the workplace, in the Employee Survey.	The Commission is accountable for the implementation of the Government's Equity Policy and Diversity Strategy.	Baseline Data from the 2004 Employee Survey – most recent data: 65.0% of employees	Baseline Information. 2007 Employee Survey will be administered in the Fall and new data available for 2007-2008 annual report.	Baseline Information. No trend established as this is a new indicator. Over time we will be able to provide trend data for this indicator.	For further information on diversity and equity activities under way, see the Highlights Section of the Annual Report. The Employee Survey is generally conducted every 3 years.
Provision of Consulting and Training Services that meets the needs of individuals and organizations within the civil service, by measuring the number of employees in the civil service attending training workshops or in-department development events in the fiscal year delivered by Organization and Staff Development (OSD).	Training services support good human resource practice, encourage a renewed and representative civil service, and promote the best use of employee talent. This is a demand driven service. Level of attendance at training workshops or in-department development events delivered by OSD is indicative of the level of interest, training and skill development needs of civil service employees.	Data as of March 31, 2006: For 2005-2006: 6,470 employees within the civil service attended training workshops or in-department development events delivered by Organization and Staff Development (OSD).	Data as of March 31, 2007: For 2006-2007: 8,737 employees within the civil service attended training workshops or in-department development events delivered by Organization and Staff Development (OSD).	Compared to the 2005-2006 fiscal year, there has been a significant increase in the number of customized events requested by departments/public sector due to a growing interest and need for Renewal-related training, particularly in the areas of leadership and management development.	For further information on this priority area and on activities under way, see Consulting and Training Services in the Highlights Section of the Annual Report.

APPENDICES

EMPLOYMENT STATISTICS
TOTAL NUMBER OF CIVIL SERVICE EMPLOYEES AT FISCAL YEAR END 2005-2006-2007

DEPARTMENT / OTHER PUBLIC ENTITY	MARCH 2005	MARCH 2006	MARCH 2007	Notes
ABORIGINAL and NORTHERN AFFAIRS	73	81	85	
ADVANCED EDUCATION and LITERACY	383	384	117	1
AGRICULTURE, FOOD and RURAL INITIATIVES	407	408	407	
CIVIL SERVICE COMMISSION	78	67	69	
COMPETITIVENESS, TRAINING and TRADE	191	196	403	2
CONSERVATION	684	666	662	
CULTURE, HERITAGE and TOURISM	310	281	277	
EDUCATION, CITIZENSHIP and YOUTH	451	448	420	
EXECUTIVE COUNCIL	30	32	32	
FAMILY SERVICES and HOUSING	2,402	2,305	2,235	
FINANCE	763	784	750	
HEALTH	1,087	1,096	1,104	
HEALTHY CHILD MANITOBA	22	21	22	
INFRASTRUCTURE and TRANSPORTATION	1,487	1,543	1,606	3
INTERGOVERNMENTAL AFFAIRS	303	300	257	4
JUSTICE	2,692	2,792	2,853	
LABOUR and IMMIGRATION	328	329	323	
OFFICERS OF LEGISLATIVE ASSEMBLY	94	93	90	
SCIENCE, TECHNOLOGY, ENERGY and MINES	140	145	373	5
SENIORS AND HEALTHY AGING SECRETARIAT	9	10	10	
SPORT	4	3	3	
WATER STEWARDSHIP	189	190	150	6
OTHER NON CORE ENTERPRISES	12	13	26	
Total	**12,139**	**12,187**	**12,274**	

NOTE: The above figures include regular, term and technical employees. They do not include departmental (time certificate or casual), contract and sessional.

CONTRACT EMPLOYMENT	39	33	26
DEPARTMENTAL AND CASUAL EMPLOYEES	1,574	1,481	1,562
GRAND TOTAL	**13,752**	**13,701**	**13,862**

Notes: The above figures do not include employees on inactive status

[1] Reflects the transfer of the Training Sector from Advanced Education and Literacy to Competitiveness, Training and Trade.

[2] Reflects the transfer of the Training Sector and the Trade Sector from Advanced Education and Literacy and Intergovernmental Affairs, respectively, to Competitiveness, Training and Trade. The Mineral Resources Division was transferred from Competitiveness, Training and Trade to Science, Technology, Energy and Mines.

[3] Reflects the transfer of positions in the Water Services Board and Regional Operations from Water Stewardship to Infrastructure and Transportation, and the transfer of positions from Conservation and Agriculture, Food and Rural Initiatives to Crown Lands.

[4] Reflects the transfer of the Trade Sector from Intergovernmental Affairs to Competitiveness, Training and Trade.

[5] Reflects the transfer of the Mineral Resources Division from Competitiveness, Training and Trade to Science, Technology, Energy and Mines, and the consolidation of departmental IT resources into the central ICT Services.

[6] Reflects the transfer of positions in the Water Services Board and Regional Operations from Water Stewardship to Infrastructure and Transportation.

COMPARATIVE EMPLOYMENT FOR ALL EMPLOYEES

DEPARTMENT / OTHER PUBLIC ENTITY	MARCH 2005	MARCH 2006	MARCH 2007	Notes
ABORIGINAL and NORTHERN AFFAIRS	75	82	85	
ADVANCED EDUCATION and LITERACY	384	384	117	1
AGRICULTURE, FOOD and RURAL INITIATIVES	458	455	447	
CIVIL SERVICE COMMISSION	70	61	62	
• ORGANIZATION AND STAFF DEVELOPMENT	8	7	8	
COMPETITIVENESS, TRAINING and TRADE	193	198	405	2
CONSERVATION	853	829	833	
• PINELAND FOREST NURSERY	37	29	32	
CULTURE, HERITAGE and TOURISM	313	286	281	
EDUCATION, CITIZENSHIP and YOUTH	473	478	471	
• MANITOBA TEXTBOOK BUREAU	8	8	7	
EXECUTIVE COUNCIL	30	32	32	
FAMILY SERVICES and HOUSING	2,430	2,323	2,224	
• MANITOBA HOUSING and RENEWAL CORPORATION	84	87	86	
FINANCE	513	531	509	
• MANITOBA SECURITIES COMMISSION	33	35	37	
• THE COMPANIES OFFICE	36	35	34	
• THE PROPERTY REGISTRY	155	153	147	
• VITAL STATISTICS	35	37	32	
HEALTH	1,150	1,149	1,171	
HEALTHY CHILD MANITOBA	24	22	23	
INFRASTRUCTURE and TRANSPORTATION	2,241	2,259	2,421	3
• CROWN LANDS AND PROPERTY AGENCY	27	26	51	
• EMERGENCY EXPENDITURES FUND	2	21	11	
• FLEET VEHICLES	57	58	59	
• MATERIALS DISTRIBUTION	93	82	82	
INTERGOVERNMENTAL AFFAIRS	309	305	261	4
JUSTICE	2,663	2,713	2,785	
• CIVIL LEGAL SERVICES	56	54	57	
• OFFICE OF THE PUBLIC TRUSTEE	78	81	77	
LABOUR and IMMIGRATION	269	271	262	
• OFFICE OF THE FIRE COMMISSIONER	67	61	66	
OFFICERS OF THE LEGISLATIVE ASSEMBLY	n/a	n/a	n/a	
• ELECTIONS MANITOBA	18	19	29	5
• OFFICE OF THE AUDITOR GENERAL	45	45	40	
• OFFICE OF THE CHILDREN'S ADVOCATE	6	9	10	
• OFFICE OF THE OMBUDSMAN	29	29	29	
SCIENCE, TECHNOLOGY, ENERGY and MINES	127	132	356	6
• GREEN MANITOBA ECO SOLUTIONS	n/a	n/a	4	
• MERLIN	13	13	13	
SENIORS AND HEALTHY AGING SECRETARIAT	9	10	11	
SPORT	4	3	3	
WATER STEWARDSHIP	257	262	161	7
OTHER NON CORE ENTERPRISES	20	27	31	
GRAND TOTAL	**13,752**	**13,701**	**13,862**	

Notes: The above figures include regular, term, technical, contract, departmental and casual employees. Employees on inactive status are not included.

1 Reflects the transfer of the Training Sector from Advanced Education and Literacy to Competitiveness, Training and Trade.

2 Reflects the transfer of the Training Sector and the Trade Sector from Advanced Education and Literacy and Intergovernmental Affairs, respectively to Competitiveness, Training and Trade. The Mineral Resources Division was transferred from Competitiveness, Training and Trade to Science, Technology, Energy and Mines.

3 Reflects the transfer of positions in the Water Services Board and Regional Operations from Water Stewardship to Infrastructure and Transportation and the transfer of positions from Conservation and Agriculture, Food and Rural Initiatives to Crown Lands.

4 Reflects the transfer of the Trade Sector from Intergovernmental Affairs to Competitiveness, Training and Trade.

5 Increase of temporary employees within Elections Manitoba.

6 Reflects the transfer of the Mineral Resources Division from Competitiveness, Training and Trade to Science, Technology, Energy and Mines, and the consolidation of departmental IT resources into the central ICT Services.

7 Reflects the transfer of positions in the Water Services Board and Regional Operations from Water Stewardship to Infrastructure and Transportation.

GOVERNMENT OF MANITOBA
TOTAL COMPETITIONS

DEPARTMENT/ OTHER PUBLIC ENTITY	2004-2005	2005-2006	2006-2007
ABORIGINAL and NORTHERN AFFAIRS	4	21	7
ADVANCED EDUCATION and LITERACY	20	38	21
AGRICULTURE, FOOD and RURAL INITIATIVES	9	33	50
CIVIL SERVICE COMMISSION	5	6	12
COMPETITIVENESS, TRAINING and TRADE	2	11	25
CONSERVATION	35	21	16
CULTURE, HERITAGE and TOURISM	16	14	20
EDUCATION, CITIZENSHIP and YOUTH	17	43	41
EXECUTIVE COUNCIL	0	0	0
FAMILY SERVICES and HOUSING	91	109	175
FINANCE	54	82	83
HEALTH	52	107	105
HEALTHY CHILD MANITOBA	1	1	4
INFRASTRUCTURE and TRANSPORTATION	103	105	149
INTERGOVERNMENTAL AFFAIRS	13	10	20
JUSTICE	82	94	174
LABOUR and IMMIGRATION	17	27	15
• Former STATUS OF WOMEN	1	0	0
LEGISLATION	9	4	17
SCIENCE, TECHNOLOGY, ENERGY and MINES	1	3	24
SENIORS AND HEALTHY AGING SECRETARIAT	0	1	1
WATER STEWARDSHIP	1	14	15
TOTAL GOVERNMENT	**533**	**744**	**974**

APPLICANTS BY CATEGORY
Fiscal Year 2006–2007

Total Number of Applicants

In-Service	Out-Service
4,698	22,807

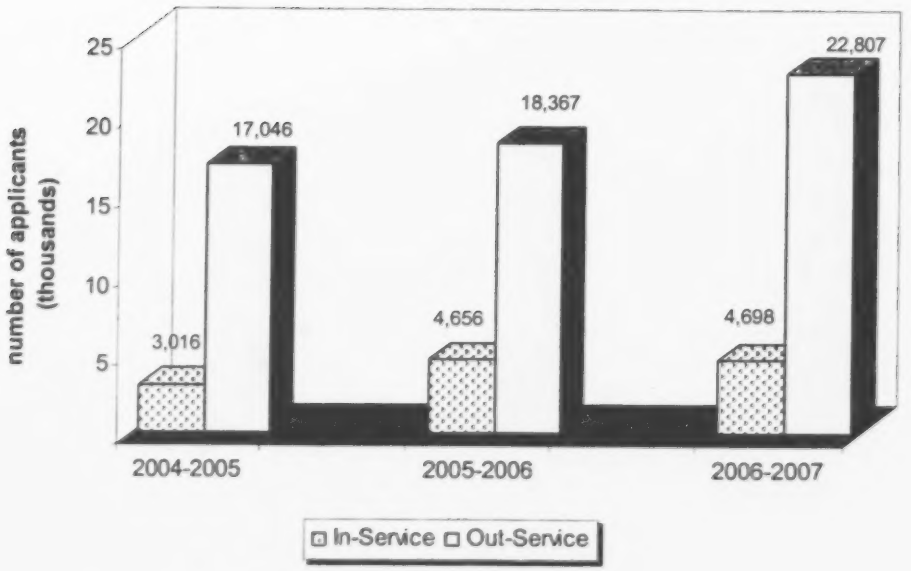
Total Number of Applicants Interviewed

In-Service	Out-Service
1,738	4,428

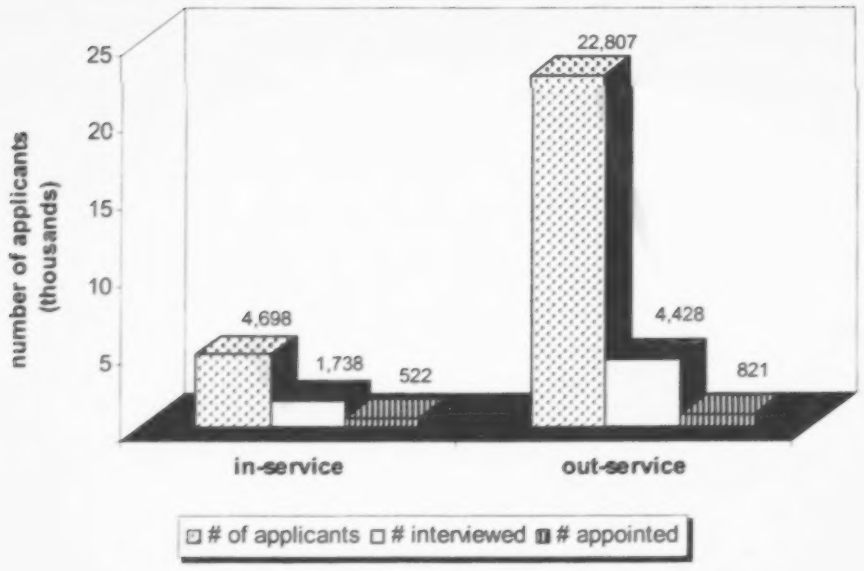
Total Number of Applicants Appointed

In-Service	Out-Service
522	821

APPLICANTS
COMPARATIVE TOTALS



APPLICANTS BY CATEGORY
For the 2006-2007 fiscal year
In-Service/Out-Service



AVERAGE APPLICANTS PER COMPETITION